


The STORY *of a*
PANTRY SHELF





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The STORY of
a PANTRY SHELF

*An Outline History
of Grocery Specialties*



BUTTERICK
New York

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by The Butterick Publishing Company

An Evolution of Five Decades

WHEN the American housewife of today stands before her well-stocked pantry shelf, she gives little thought to the very different picture that met her grandmother's eyes fifty years ago.

Fifty years ago sanitary, sealed packages had never been seen. "Down street" at the grocery store a request for a pound of soda biscuits would have on occasion dislodged the cat from pacific slumber in the cracker-box. A sugar barrel open alongside was impartially hospitable to flies and dirt the whole day through. There was no white sugar; only mealy, soft, brown sugar, and it came only in barrels. Even oatmeal was hardly known; sometimes the wealthy had "Scotch Oats," but it was expensive. Vinegar and black molasses were trudged home in pail or demijohn.

Kitchen cabinets were unheard of; there were only cupboards. And a ledge in the well or a damp cellar had to essay the cooling of foodstuffs now more efficiently protected by inviting white refrigerators.

In the homes of that day there were no furnaces. Instead "base-burners" and fireplaces did duty. Electric light and gas were unknown; the homes of the better sort used wax candles. For the rest tallow "dips" were good enough, and were regularly made in the kitchen.

Cake-soap was a curiosity known only in the larger cities. For the most part, the American housewife made her own "soft soap" with the lye she produced from the wood ashes from stove and fireplace.

It has been a far cry from this to present-day gleaming kitchens with their snowy white tile, their gas and electric

ranges and many utilities for labor saving. And what a contrast with today's well stocked pantry shelves, lined with serried rows of standard packaged products known throughout the land for their purity and excellence!

* * * * *

What has brought about this great change?

Principally there have been three factors—

the enterprise of American manufacturers

the power of advertising

the influence of the woman's periodical

In this book we have undertaken to gather the histories of some of these better-known products whose names are household words today—to show you some aspects of the business enterprise that has built these great commercial successes. The stories are at once romantic and significant to every student of business methods.

These are not our stories—they are autobiographies of success. We have taken the privilege of an introductory presentation of the part that the Butterick Publications have borne in this great development. But after that we have brought our characters on the stage to tell you their own stories in their own way.

Then, like Balieff in the *Chauve-Souris*, we stand aside and saying “ver’ goot audjence,” wave the performers to their task.



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INTRODUCTION

A Great National Influence for Better Foods

Have We an American Dish?

THERE is not, strictly speaking, such a thing as American cooking.

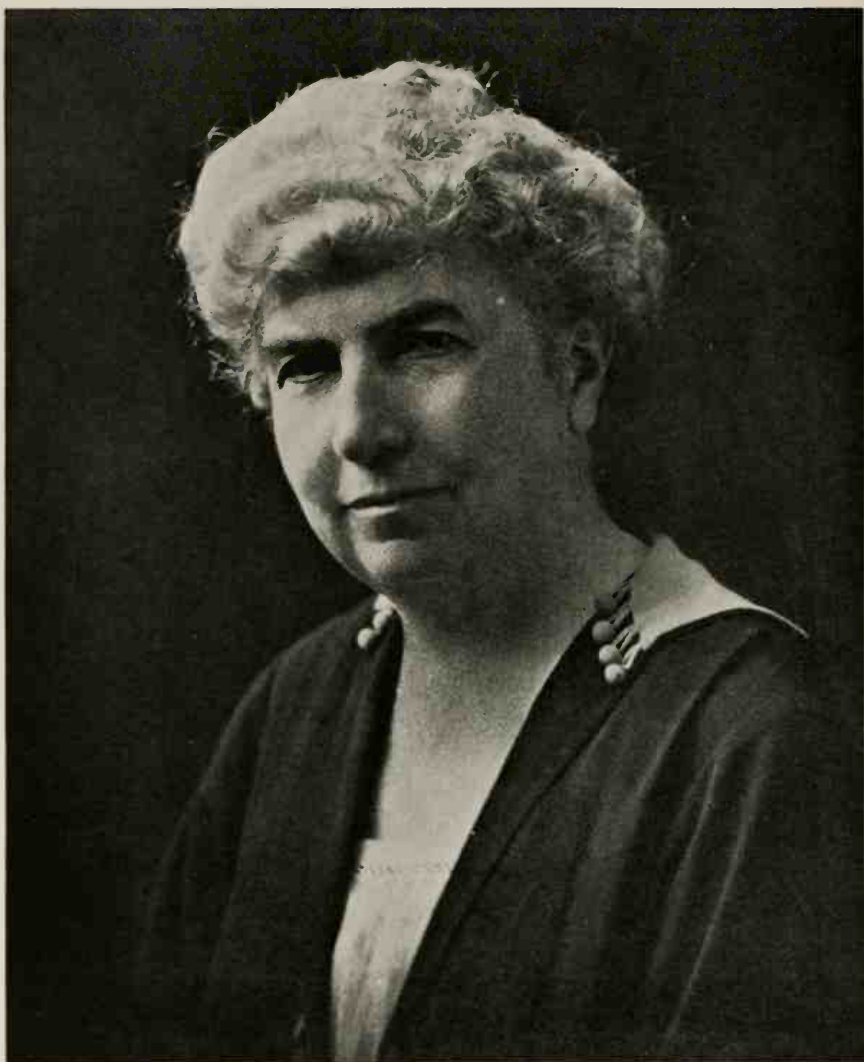
There is French cooking and German cooking, and Italian cooking and Chinese cooking—at least to the extent that dishes cooked in the manner of each of these nations have distinguished characteristics readily familiar to the knowing. But of American cooking we have none.

True, we have Southern cooking and New England cooking; but in respect to culinary practice generally, these United States are not united. Like *The Great American Novel*, *The Great American Dish* has remained steadfastly sectional.

There is, nevertheless, quite evidently under way a trend and a tendency to a type of cooking that is as distinctly American as Colonial architecture, Ford cars and the movies.

The nucleus of this movement has been in the departments of home economics in our leading co-educational and state universities and normal schools; and its propagation has been chiefly through the culinary and domestic science features in our leading women's magazines.

Appraising dietary values, testing and sifting cooking recipes, and methods of every kind, these schools have acted as a clearing house of existing information. Selecting the good and rejecting the bad, they have been steadily developing and perfecting a new cuisine that is now taking on a national character.



MARTHA VAN RENSSELAER

Editor, Home Makers' Department, The Delineator

As director of the New York State College of Home Economics at Cornell University, Martha Van Rensselaer has earned national and international eminence.

With Miss Flora Rose, she served under Herbert Hoover on the State Food Commission during the war

and later became head of the Division of Food Conservation of the United States Food Administration.

Some idea of her standing may be obtained from the fact that she was not long ago named by the League of Women Voters as one of America's twelve greatest living women.

And every year these schools and universities send out thousands upon tens of thousands of young women—who take back into their communities a new knowledge of home economics and new principles of better cooking; while our great national periodicals aid them in disseminating to the greater millions new ways of cooking and home-keeping.

Chief source and inspiration in the movement, leading in the originality and authority of its work is the New York State College of Home Economics of Cornell University, under the direction of Martha Van Rensselaer and Flora Rose.

Educating the Kitchen

IT is now twenty-five years since Martha Van Rensselaer started her class in home economics in the basement of one of the buildings at Cornell. Tradition has it that the only furniture was a table and two chairs. Of a certainty, the beginnings were humble.

Today, however, there is an extensive plant, a large faculty and hundreds of students. Under the leadership of Miss Van Rensselaer and Miss Flora Rose, an authority on nutrition, this pioneer school has steadily grown and has exerted a great influence direct as well as indirect on the training of women throughout the country. Among those who attend the College of Home Economics are teachers, hospital and nursery directors, dietitians, parents and home makers. And the studies include housing, housefurnishing and management, cooking and the science of nutrition, clothing, recreation and financial administration of the home, as well as child training.

A Great Influence Still Further Multiplied

THE news of these activities at Cornell—of the testing of new labor-saving equipment, of new cooking and housekeeping methods of various kinds—is carried to more than a million women each month through articles by Miss Van Rensselaer and her staff at Cornell in *The Delineator*.

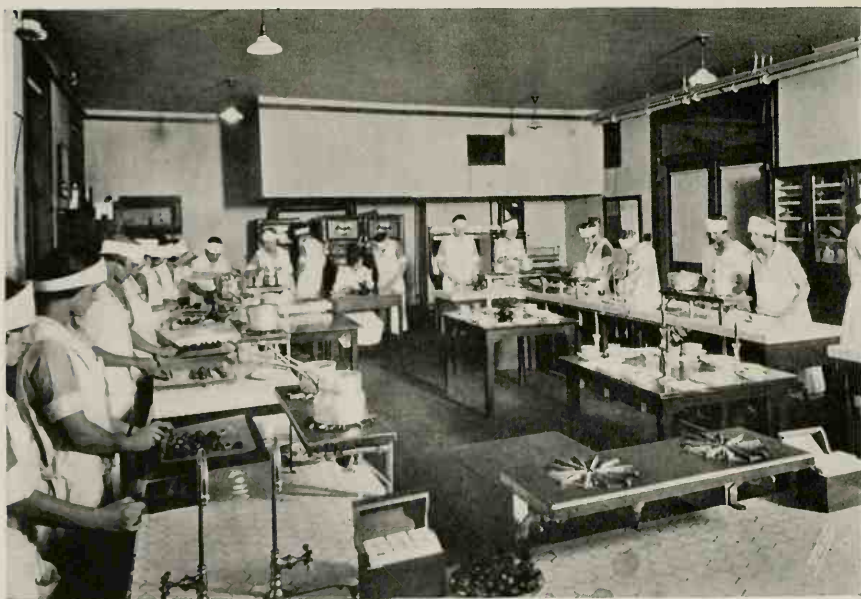
Miss Van Rensselaer, as Editor of the Home Makers' Department of *The Delineator*, is enabled to exert one of the

great educational forces for higher culinary standards brought to bear on American women. Through *The Delineator*, Miss Van Rensselaer has multiplied a thousand-fold the effectiveness of her accomplishments at Cornell.

The material drawn upon for these articles has principally to do with cooking: the preparing of new recipes, new combinations of foods, new menus and the determining of nutritive values. The service itself, however, really extends beyond the menu to every problem of the kitchen and the table. Indeed, the Practice House, where students learn housekeeping in its every phase, even includes the complete care of a baby, adopted each year by Cornell for the benefit of these "mothers" who, under the direction of trained Home Economics women, feed, bathe, dress and tend an infant from the tender age of two weeks throughout the session.

What a deep influence these activities exert upon the living standards of America!

What a proud achievement for *The Delineator* through Miss Van Rensselaer's identity with its editorial staff to assume



Class in Home Economics at Cornell University



(c) Underwood & Underwood.

MRS. WILLIAM BROWN MELONEY

Editor, The Delineator

From "Who's Who in America":

Mem. staff *Washington* (D. C.) *Post*, 1899; *Denver Evening Post*, 1900; mem. U. S. Senate Press Gallery and *Washington* corr., 1900-1; staff *N. Y. Sun*, 1901-4; Editor *Woman's Magazine*, 1914-20; also associate editor *Everybody's*, 1917-20; editor *The Delineator*, 1920-. Decorated, 1917, *Medaille de Charleroi* for service in behalf of Belgian Children; 1919, *Ordre de la Reine Elisabeth* for distinguished service to Belgian cause in United States; *Chevalier*

Legion d'Honneur (France). Organizer *Marie Curie Radium Com.* (for purchase of gramme of radium). Director *The Child Foundation*, *Am. Child Health Assn.*; founder and vice-president *Better Homes in America*; mem. *Nat. Institute of Social Sciences*, *Nat. League business and Professional Women*. . . .

Decorated: *Medaille d'Honneur des Assurances Sociales*, *Armistice Day*, 1924; *Gold Medal for State Service* (France), December, 1924; recognition of *Better Homes* work,



Two pages showing how *The Delineator* and *The Designer* handle their features on foods; and an illustration of the *Butterick Cook Book*, by Miss Van Rensselaer, Miss Flora Rose and their associates at Cornell; the book has been adopted by more than sixty colleges, universities and state normal schools.

the leadership of this remarkable movement! And what a source of satisfaction to Miss Van Rensselaer to realize that in *The Delineator* she has a medium for spreading on so great a scale the influence of the fine work done under her direction at Cornell!

The Delineator—a Great National Influence on Foods

It is generally recognized that *The Delineator* is one of the

great women's periodicals of America. Its circulation is one of the largest and the character of its circulation among the finest.

What is not so generally recognized is that in respect to culinary and housekeeping influence, it is one of the most influential of American periodicals.

In actual editorial lineage, in proportion of food features to total editorial contents, as well as in the quality of the features themselves, *The Delineator's* articles on home economics are first.

The Delineator—Predominantly A Service Publication

THE predominantly service character of *The Delineator* has behind it the support of history and tradition. *The Delineator* was the first American magazine to make a feature of the service article.

The Delineator commenced publication in 1866 and led the way with *Godey's Lady Book* and *Harper's Bazar* into the "elite" American homes of the day.

In those "Early Pullman" days when fashion was the sole editorial topic, *The Delineator* again was pioneer with the first "service article" in women's publications.

So that it has come about in a process of consistent evolution that through the years *The Delineator* has developed along the lines of service. It is fully in line with *Delineator* tradition that today in the ratio of its service to its entertainment features, *The Delineator* is easily the leader among national women's periodicals.

Time and uncommon gifts have combined in preparing Mrs. Meloney, Editor of *The Delineator*, for the responsibilities of her position. She is a wife, a mother and a writer, with a brilliant journalistic background.

An Allied Force of Added Influence: The Designer

THE *Delineator* and *The Designer* are considered by advertisers as a unit. But while they represent a single advertising unit and are used by many advertisers in combination, they are



MRS. CHRISTINE FREDERICK

Editor, Home Making Department, The Designer

Mrs. Frederick enjoys a nationwide fame as a home economist. She is known all over the country as a lecturer and a speaker; and has addressed scores of women's clubs, chambers of commerce and other business organizations.

She is, nevertheless, a mother with a family to care for, and so brings to

her work an averageness in point of view that makes her work additionally helpful to every-day women.

At her home, which is known as Applecroft Experiment Station, she maintains a practical home laboratory where 1,800 different products, running from mechanical appliances to food stuffs, have been tested.

of course two separate and distinct magazines whose origins were independent, whose growths have been and are competitive, whose editorial staffs are separate, whose personalities are distinct and whose clienteles are non-duplicating.

The Designer, like *The Delineator*, is predominantly a service periodical. Its purpose is primarily to contribute to those interests of American women which have to do with the practical aspects of living; of making better homes to live in, of having finer clothes to wear, of enjoying better and more wholesome food to eat, of raising happier and healthier babies—in brief, the realities of women's existence.

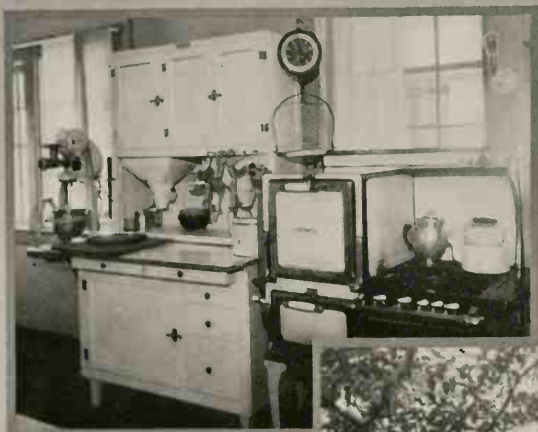
The Designer has, however, a color and flavor of its own. Except for the fundamental aim of service which it shares with *The Delineator*, it is in all other respects strikingly individual, its departments, its fashion service and its fiction all taking on a personality which has earned for it in the past few years one of the most remarkable growths among women's magazines.

In the combined excellence and popularity of its fiction, indeed, it has earned a distinction that sets it quite apart. Dr. Martin Arrowsmith by Sinclair Lewis, for instance, which first appeared serially in *The Designer* has been acclaimed by critics as one of the great novels of recent years—and it has been at the same time by all odds the best selling novel of the season, both in England and America.

But perhaps the most individual characteristic of *The Designer* is its concern with household interests—with the decoration of the home, with its equipment with practical utilities; and if one thing is to be mentioned above others, with the subject of *foods*.

Mrs. Christine Frederick
and The Applecroft Experiment Station

IN fact, Mrs. Christine Frederick, Editor of the Home Making Department of *The Designer*, enjoys a distinction and prestige as a home economist that makes her among the most prominent in her field of activity among all American women. At her home, which is known as The Applecroft Experiment



*Kitchen in the
Applecroft
Experiment
Station*

*Mrs. Frederick's
Home: The
Applecroft
Experiment
Station*



*More than
1,800 tests
have been
made in the
Applecroft
Kitchen*

Station, and which is nationally famous, she makes practical tests of household equipment, investigates different kinds of products, and writes the results of her studies for a very broad audience. Since she is, moreover, a mother with a family and her home to care for, she is practical, sensible, helpful.

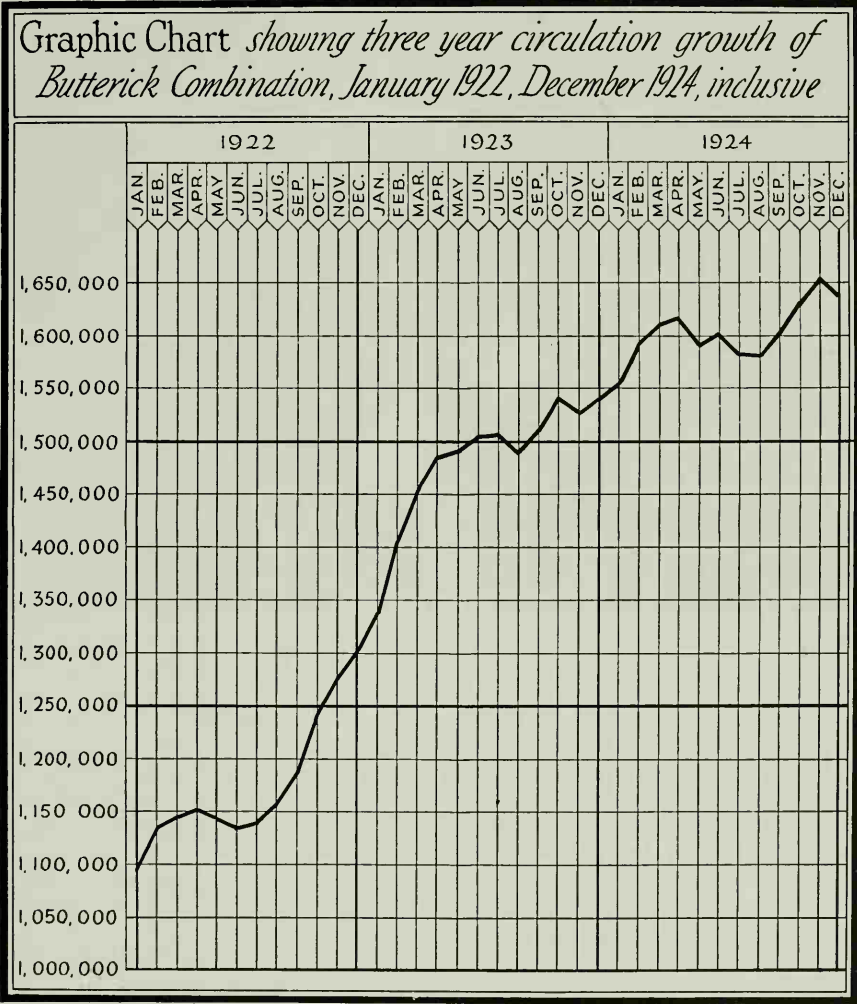
It has been a great tribute to the editorial effectiveness of *The Designer* that in a period of less than three years it has

nearly doubled its circulation, growing from a circulation of 276,676 in 1922 to a present circulation of 514,017.

The Butterick Combination

THE Butterick Combination, a term used by advertising men and only by advertising men to designate the combined circulations of *The Delineator*, and the *Designer*, offers advertisers a circulation guarantee of 1,700,000 copies monthly, 95 per cent net paid.

In amount, it is one of the largest circulations available in the national market.





MRS. GABRIELLE ALLARD GRISWOLD

Editor, The Designer

Few women are as well equipped to edit a great magazine like The Designer as Mrs. Griswold. She is a wife and home maker, and has a vital and understanding interest in the problems of her readers. She is also a practical business woman with wide experience in merchandising and editorial lines.

As a war worker in France, in the field and in executive positions, as a successful advertising woman in New York, and as Managing Editor of The Delineator, she has had unusual opportunity to gain a keen insight into women's problems, an understanding of their needs and a deep sympathy with their interests.

In quality of circulation, it enjoys a leadership in the very first rank of American periodicals.

In the nature of the culinary influence brought to bear, it is, through its remarkable editorial leadership, easily *first*.

And tributary as both magazines are to what is perhaps the greatest influence for an interest in better food standards on the part of American women, the advertiser is enabled through the use of The Butterick Combination to tie into the very heart and center of a movement that is making for nation-wide acceptance of really superior food products.

What Miss Van Rensselaer and her staff sponsor, what Mrs. Frederick tests and approves, what *The Delineator* and *The Designer* audiences adopt is sure of nation-wide acceptance and use. What they reject or ignore takes the very hardest road to the national market.

*To Win the Marketing Cooperation
of the Retail Grocer:*

THE PROGRESSIVE GROCER

How important is the retail grocer in the distribution of food products?

Is he a slot-machine—or an effective merchandising force that must be taken into consideration?

What influence has he today on the sale of advertised products and what part does he play in making consumer advertising effective?

It is with the belief that the retail grocer has it within his power to extend the cooperation that will effectualize a consumer advertising campaign, that he exerts that last measure of constructive influence that is the margin between success and failure that Butterick presents The Progressive Grocer as the link between a national consumer campaign and fifty thousand of the most important grocery distributors in the United States.

The competition of brands of varying acceptability to the housewife has brought the retail situation to the point where the grocer today can be and is an important factor in determining which of the several popular brands his customers shall use.

Shall he stock and push a particular brand? Since few are indispensable to his trade's good will, it remains with him for the most part to select those products which he believes to be superior and more readily saleable; and since retail grocers are just like all other salesmen in that they sell best the things that they know most about, it is above all things necessary to communicate to them the information and enthusiasm of which sales are made. If he believes your product to be standard, if he believes that you have created a market for it, a word from him will turn the scale almost every time.

The Progressive Grocer supplies the medium with which to earn the good will of fifty thousand of the most important grocers, jobbers and brokers in the national market. It is a human, practical counselor on the business problems that confront the grocer every way. It is built pocket size and has attractive human interest covers and it tackles the dry subject of running a grocery store with a vim and a sparkle that lifts the grocery business out of the commonplace. It inspires the grocer to better methods and shows him by practical example how to accomplish them. It gives him instruction in better display, better accounting, tells him how to approach the subject of turn-over from a practical point of view. It gives him sales ideas that have brought business to grocers everywhere. It gives him stories of successful grocers from one end of the country to the other and it tells him how they became successful. It gives him humorous anecdotes about the grocery business, amusing as it instructs. It gets down to the man behind the counter, the clerk. It reaches down, that is, to the last link in the selling chain between manufacturer and consumer.

In a word, it is worth the grocer's while and he likes it.

* * * * *

These, the three publications of the Butterick Publication Company, to help the food manufacturer on the shortest route to market. They represent a great advertising force.





How Steero Was Steered to Success

The Growth of Steero in Popularity Has Been in Large Part Due to the Exploitation of New Uses: Originally a Bouillon Cube, It Now Enjoys Widespread Favor as a Flavoring

BEFORE Steero Bouillon Cubes were introduced in the United States they were a household staple in a number of European countries. Already widely accepted by nations famed for their love of tasty, piquant foods, it was natural to suppose that this country would welcome Steero.

In 1909 the American rights were acquired by the American Kitchen Products Company, and a carefully planned merchandising effort put Steero on dealers' shelves in many parts of the country. With national distribution assured the American Kitchen Products Company began to advertise in the weeklies and women's magazines. The idea of a tasty

bouillon flavored with beef juices, vegetables and spices, which could be prepared in an instant, soon won the favor of the American housewife.

People made their first purchases of Steero Bouillon Cubes because with them bouillon was easy to prepare. One taste of bouillon made from the cubes showed them that in addition to being easy to prepare, Steero Bouillon was most pleasing to the palate. Thus, while the novelty of quick, easy preparation caused many people to give Steero a trial, it was the delightful, piquant flavor of the bouillon which built up the large volume of repeat sales and soon established Steero Bouillon Cubes as a profitable, quick-selling item for merchants all over the country.

In every Steero advertisement appeared an offer to send free sample cubes. With every sample went a letter telling how to prepare Steero Bouillon and urging the recipient to keep a supply of Steero Cubes always on hand, buying them from local merchants.

Not long after the introduction of Steero Bouillon Cubes in this country housewives discovered that in addition to their use as a delicious bouillon, the cubes, when dissolved in such dishes as soups, stews, omelets, sauces, salads and fish and meat dishes, gave a new, rich flavor to the food. This new use opened an even wider field, and the food-flavoring idea was presented in the advertising. Today, with every sample of Steero Bouillon Cubes and with every package of Steero goes a folder containing recipes of a few of the toothsome dishes whose flavor is enhanced by adding Steero Cubes.

The use of Steero Cubes as a flavoring grew to such proportions that there developed a real need for a Steero Cook Book. Today the Steero Cook Book is one of the most widely used of the cook books published by food manufacturers. The Steero book was very carefully prepared, many of the recipes having been compiled and tested by leading culinary experts. The book is sold for ten cents, and is mentioned in Steero advertising. Every day, the thousands of copies of the Steero Cook Book now in the hands of housewives all over the country are doing missionary work for Steero Bouillon Cubes. help-

ing to build the constantly increasing sales of this popular product.

Another sales builder is an ingenious wall rack recently devised and supplied to dealers by the American Kitchen Products Company. It is a metal container which holds twelve packages of Steero Cubes. The packages are inserted at the top of the rack and removed at the bottom. Displayed on the dealer's wall, the Steero sales rack is a timely reminder to everyone who enters the store.

The present popularity of Steero Bouillon Cubes is a good example of the results that can be achieved by taking nothing for granted—by mapping out and following a consistently sound plan of merchandising, advertising and trade co-operation.



The Eldorado That Was Not Gold

Philip D. Armour Fared Forth to the Gold Fields of California in the Rush of '49—but He Found Gold in Carrying Food-Stuffs to the Tables of All America

RECOLLECTIONS of the early days of the packing industry are recollections of the indomitable power of men as individuals; power such as was an essential part of those pioneers of life and industry in the United States who survived the hardships with which they were constantly beset.

A perusal of the history of Armour and Company recalls the mental vision of the future necessities of the great American republic, which sustained men in those arduous days when personal contact with their endeavors and eternal vigilance were the price of success.

For several years from 1849 there was a rush of the more

hardy American spirits from the East to the gold fields of California and into the great Northwest. Among those westward bound was a farmer lad, Philip D. Armour, from New York. He went out with an idea that he, too, would dig gold, but upon arriving in the gold fields he discovered that the surest way to make money was by selling his services, so he builded sluices for those who tried to wash gold from the sand of their diggings, and soon, with a competence in his pocket, he started back, and all the way home the idea of service was germinating in his mind, and it occurred to him that there could be no more valuable service than that of provisioning that great host that was forever marching westward and that lesser host that was forever turning eastward, enriched or disappointed from its quest.

Milwaukee seemed the logical provisioning point at that time—1863—and there it may be said the real beginning of Armour and Company was made in a partnership between P. D. Armour and John Plankinton. But Mr. Armour's vision was too broad to be limited by that partnership; his visualized the vast plains of the western plateau and the Mississippi Valley, with their untold possibilities for the production of live stock, and he saw the ever-growing congestion of the cities of the East—and he realized the necessity of one section of the country for the other. It was to help bridge that great gap between the producer and the consumer that Armour and Company itself was founded in 1867 and located in Chicago.

Packing then was a very simple affair, when viewed from the vantage point of today. It was decidedly seasonal and consisted almost exclusively of pork packing. Slaughtering could only be done in the late fall and winter months, when the cold temperature of nature could be used to preserve the products. The season's harvest was slaughtered and packed in huge barrels, in mountainous piles on prairies near where the packing house now stands.

That conserved the agricultural production of the nation to a very great extent and it increased the provisioning possibilities of the consuming centers, which were, year by year,



*Mr. F. Edson White, President
Armour & Company*

engaging more briskly in manufacturing. But still that was not enough. Some way must be found to make the business less dependent upon the whims of climate, and spurred on by Mr. Armour, an employee of the company named Joseph Nicholson built, as an experiment, in 1874 a warehouse which was constructed somewhat along the lines of an ice box. It was the first cold-storage house known in the industry, according to the recollection of oldtimers and to available records.

The successful operation at that house led to further experiments and, in 1878, William Davis, of Detroit, patented a refrigerator car which he offered to the packers. Armour and Company bought a limited number of those cars to begin, with the idea of transporting fresh meat from the point of slaughter to the point of consumption. It was with great difficulty that the railway companies were persuaded to carry the cars on their trains, and they absolutely refused to construct similar cars for the use of the packers. The officials of one road, however, were prevailed upon to carry one car to Boston, if it were accompanied by the employees of Armour and Company and if Armour and Company would assume all risk attendant upon the transportation of that carload of meat.

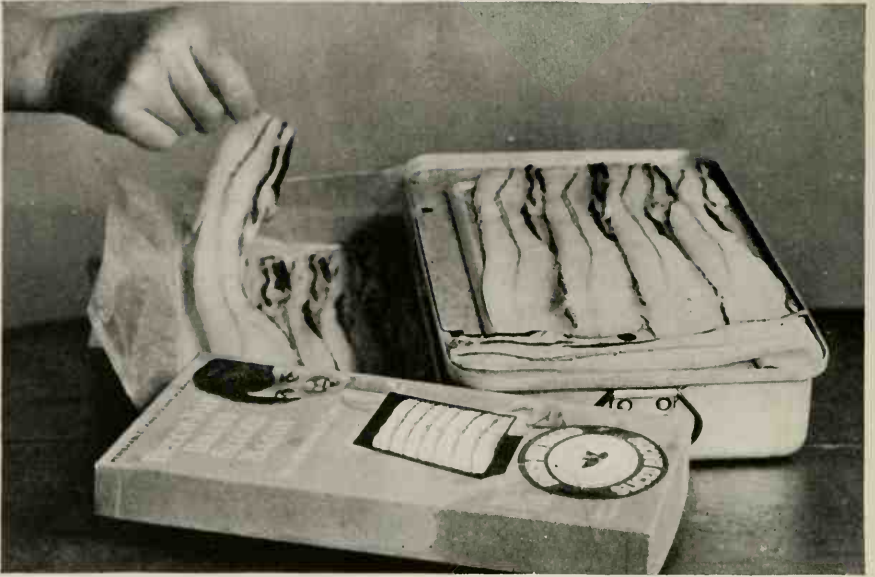
The story of the first trip of that railway car is a romance in itself, not the least of the difficulties encountered being the necessity of cutting the eaves of the car to let it pass through the old Hoosac tunnel. But that one journey proved the practicability of transportation under refrigeration, and the development of the refrigerator car, as it is known today, rapidly followed. Concurrent with that development came artificial refrigeration and then the packing industry, as a

year-around business, became a most important factor in the agricultural and industrial history of the world.

Cattle slaughter began on a widespread scale. The utilization of by-products, which since have come to mean so much to mankind in the alleviation of suffering or in the providing of luxuries, was made possible.

No longer was the producer of live stock in Texas, Kansas, Iowa or Montana, or wherever he was located, dependent upon his local butcher for a market, but rather were the market places of the world laid open to him through the channels of the packing house.

Scientists were engaged, and still are engaged, in efforts to determine the most valuable uses of every particle of every meat animal. Economists are employed to make it possible for the producer of live stock to receive the greatest returns for his material and to make it possible for the consumer to obtain meat at the lowest possible cost, and they all have progressed to the point where the packing industry, with its ally, the live stock industry, is the most valuable industry in the United States. That progress was not made without a fight—grim and stubborn. It has cost the minds of men and it has cost the lives of men. The energy of tens of thousands, even hundreds of thousands, of men have made it seemingly so simple a matter for the machinist in Connecticut, or the millionaire in New York, to order bacon and eggs for his breakfast or steak or chops for dinner. In that progress is included the establishment of hundreds of branch houses of Armour and Company, scattered all over the United States; thousands of refrigerator cars serving them constantly, and a score of plants ceaselessly converting sheep, hogs and cattle into lamb, pork and beef. And back of it all are the minds, and the skill and labor of 60,000 human beings, bending every energy to make the company's service all that producer or consumer could desire.



Where Flavor Rules the Roast

*The Beech-Nut Idea—That Perfect
Flavor in Foods Will Find Its Pub-
lic—Has Expanded a Country-side
Venture into a \$20,000,000
Nationally Famed Institution*

THE story of Beech-Nut is a typical romance of American business. It is the story of several country boys in Canajoharie, New York, "all going in together," to make fine and wholesome foods.

They started with hams; then bacon. The idea of a bacon with distinctive flavor just seemed to come up naturally and grow up naturally. There was a 40-foot barn that looked like a good place to smoke bacon, so these Canajoharie boys started to smoke bacon there. No need to hurry about it. Lots of time. They took pride in their work. So their bacon

was very thoroughly cured and smoked in the old genuine way, and pretty soon the people up and down the valley noticed the difference. Then they couldn't smoke enough of it for the folk that wanted it.

Of course, that marked the beginning of bigger things. But through all Beech-Nut history runs the same spirit of thoroughness, the same loyalty to the idea of flavor. This is natural, for the same Canajoharie people who founded the business are still in control. Bartlett Arkell, one of the original group, is Beech-Nut's "first and only president."

The company was incorporated in 1891 with a capital of \$10,000. It was first known as the Imperial Packing Company, but in 1898 this was superseded by the name "Beech-Nut Packing Company," which, in Mr. Arkell's opinion, provided a more fitting background of flavor. Meantime, several of the original group withdrew, for, though the products sold readily, the little company met many discouraging setbacks and its market was merely local. In 1900 the sales of the company amounted to \$200,000. In 1924 they had increased at least 90 times.

The range of Beech-Nut products is surprisingly wide. Recognizing that there is a public demand for genuine quality in foods, the Beech-Nut motto has been, "Whenever we believe we can make a product better than that product is being made elsewhere, we go ahead and make it."

So bacon was followed by peanut butter, and peanut butter by jams and jellies. Then came pork and beans, catsup, chili sauce, mustard, spaghetti, macaroni, marmalades, caramels, fruit drops, mints and chewing gum—and now coffee.

Obviously, Beech-Nut flavor is not a specific flavor. Rather, it is a *standard of flavor*, equally applicable to all this family of foods and confections.

It starts way back with the natural foods. Only the best may pass the Beech-Nut Portals of Vigilance. Only the finest and hardest durum wheat is used in making the various macaroni products. Peanuts are always No. 1 Spanish and Virginia. Beans are No. 1 Michigan or New York State. Only one bacon side out of seven is accepted, on the average. These



*Mr. Bartlett Arkell, President
Beech-Nut Packing Co.*

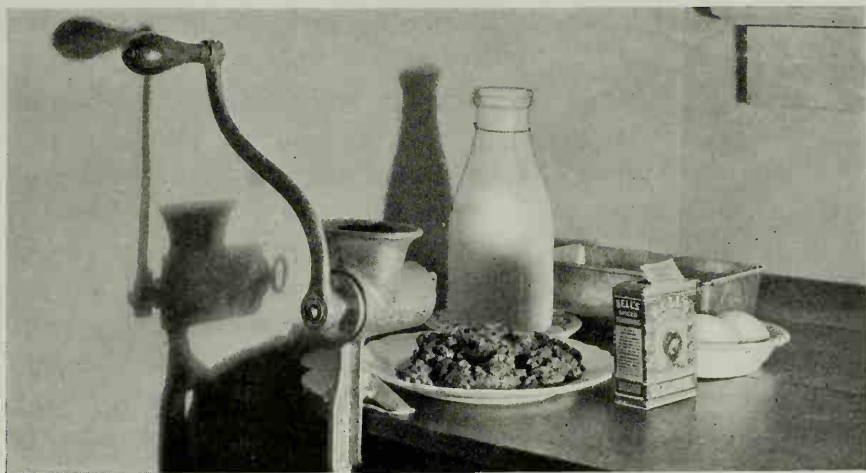
standards sufficiently indicate the quality of raw materials used in Beech-Nut products.

After the selection of materials, the next two "ingredients of flavor" are skill and patience. In the case of Beech-Nut Peanut Butter, for instance, the greatest skill is needed to insure a uniform flavor, not only in the blending, but in roasting. Color is the guide in roasting; hence the use of north light to judge the exact moment for discontinuing the roast. Equal care contributes to the drying of

macaroni and the coring and skinning of fruits for Beech-Nut Jellies.

Looking backward today, the growth of the Beech-Nut Packing Company is directly traceable to the original idea that perfect flavor in foods will find its public. Faith in this idea, steadfast faith, eventually won the day. When the company was organized it was a pure food pioneer, far out in advance of many of the food-factory laws which are now taken for granted. So, in clinging to its ideals, the struggling young company was risking its very existence. But the same quality of vision which foresaw the present, with Beech-Nut products known in millions of homes from coast to coast and beyond the seas—this same vision was triumphant in its anticipation of governmental requirements in food plants, though far exceeding those requirements in its practice.

The present officers of the Beech-Nut Packing Company, associated with it for so many years, are: Bartlett Arkell, president; F. E. Barbour, vice-president; J. S. Ellithorp, vice-president and treasurer; W. C. Arkell, vice-president and secretary.



The Spice of New England: Bell's Poultry Seasoning

*A Recipe of Sixty Years Ago Which
by Consistent Publicity Has Gained
a World-Wide Fame and Favor*

THE spice recipe that made New England turkey dinner and sausage famous for more than two hundred years. This original recipe we placed on the market nearly sixty years ago. Now it has ceased to be exclusively New England, because it is also a prime favorite with all the incoming peoples—from the Northern countries, British Isles, Norway, Sweden, Russia; from the Mediterranean countries in the south, and all the way between. It combines with the cookery of all nations and lends zest and tang and appetite to dressing for fish, game, meat and poultry.

The William G. Bell Company was founded by Mr. William G. Bell, whose name it bears and who for over fifty years was its general manager and director. Four generations of the Bell family have been employed in the manufacture of Bell's Spiced Seasoning and this has enabled the company to keep

the high standard of the Seasoning through all the passing years.

For forty-six years the company occupied the buildings at 48-54 Commercial Street, Boston, and during that time Mr. Bell witnessed many changes in the surrounding businesses as well as in his own. He was a progressive, energetic man and never hesitated or faltered in putting through a business deal which he felt was right, and the steady growth of Bell's Poultry Seasoning from a few hundred pounds the first year to its present enormous output shows, in a measure, the skill, energy and businesslike qualities of the man.

Mr. Bell was a charter member of the Boston Chamber of Commerce and was the first business man in the market district to use plate glass for his office and display windows, which simply showed another example of his progressiveness. In 1913 the company moved to larger quarters at 19-21 South Market Street.

In 1914, when war was declared in Europe, shipments of the necessary choice herbs and spices from that country were curtailed and finally stopped altogether, but through the foresight of Mr. William G. Bell the company had sufficient stock on hand to carry them through two years, when other arrangements were made to supply the demand. So the sale of the Seasoning is steadily growing and its popularity ever increasing as the years roll by.

In 1870 Mrs. Underwood, the famous cook, served General Butler with dressing flavored with Bell's Spiced Poultry Seasoning, and the General said: "A little more stuffing, please; this is fine, Mrs. Underwood.

Thirty-five years later (1905) we read the following flattering report from Mrs. W. H. Watson, Yokohama, Japan: "I used your dressing for years in America. My mother used it, and she thought, as I do, that there is nothing quite so good. Curnow Company are our best grocers. I do wish you could induce them to buy it." In 1906 J. Curnow & Co., Ltd., Yokohama, Japan, wrote: "We have secured a supply of your dressing from Seattle and now have it on sale."

In May, 1911, F. H. Crane, superintendent parlor, sleep-

ing and dining cars, the New York, New Haven and Hartford Railroad, wrote to Mr. Bell as follows: "In reply to your letter of the 21st inst., I would advise that we have been using Bell's Poultry Seasoning in our dining cars for a long time with good results."

You will note in what glowing terms the users of Bell's Poultry Seasoning speak of it, whether it be housewife, the chef in the ordinary restaurant or the high-salaried chef in our leading hotels; their opinion is unanimous. In 1912 E. R. Grabow, president E. R. Grabow Company, managers of Hotel Empire, Hotel Tuileries, Boston; Hotel Litchfield and Myrtle Bank Hotel, Jamaica; New Ocean House, Swampscott, Massachusetts, wrote: "We take pleasure in endorsing Bell's Poultry Seasoning, which is the only one we use in all our hotels, and cheerfully recommend it to anyone not using it at the present time."

The satisfaction that Bell's Spiced Seasoning gives is as true today as it was in 1876, when J. B. Wistar, steward, Grand Central Hotels, New York City, wrote: "I have been overpersuaded to try other makes. In every instance, have been obliged to either return or throw them away and fall back on the old, reliable Bell's Poultry Seasoning."

During the year 1924 we received over five thousand calls for trial packages of our Poultry Seasoning, which we sent for ten cents, either in stamps or coin, as well as for copies of our recipe book by famous chefs and cooking school teachers. These calls came from all parts of the world, mostly from places where we have never been represented, this being due, in most part, to our national advertising.

Bell's Seasoning has a world-wide reputation, and when once used it is always used. France, Jugo-Slavia, India, Java and China yield their choicest herbs and spices to furnish the ingredients of Bell's Poultry Seasoning, and so pleasing is its flavor that it is used for countless other purposes in addition to the one for which it was originally prepared.

The present home of the company is 189 State Street, Boston, Massachusetts.

New England tradition has always held that Thanksgiving

should mean roast turkeys and plenty of good seasoning. A very old and famous recipe was given to the public in packaged form almost sixty years ago, when Mr. William G. Bell founded the William G. Bell Company for the purpose of promoting the sale of the now famous Poultry Seasoning.

In days gone by, the New England housewife was accustomed to take a pinch of this spice and a pinch of that, and results were not always uniform. Bell's Seasoning contains the finest spices—spices from Java, China and the Far East—all skillfully blended. Naturally, housewives welcomed this article, as it removed all guesswork from their cooking. It made delicious dressing a certainty.

The sale of Bell's Seasoning is now almost universal. Foreign countries buy it and hotels and restaurants everywhere use it in their cooking.

Advertising has played an important part in the success of this concern. A consistent policy of publicity has resulted in the national sale and distribution of Bell's Seasoning.



A Really National Food

Borden's Eagle Brand Condensed and Evaporated Milk Are Two Products That Have Found Their Way into Nearly Every Family in the Country

IT was pity—the source of more than one important invention—that first made Gail Borden resolve to find some way of preserving milk.

Returning from a trip to England in 1851, he was greatly distressed to see how hundreds of poor immigrants suffered—and their babies sickened and died—from lack of fresh milk on the long sea voyage. At that time the only way to provide milk at sea was to carry cows on the ship, but even then there was no ice for keeping the milk, no means of protecting it against contamination. Mr. Borden was quick to recognize the urgent need of putting this essential, but highly perishable, food in a safe form for people everywhere—in large cities, in

the wilderness, as well as at sea—and he determined to supply it.

The idea of preserving milk by boiling away its water—condensing it—came to him one day as he watched a steaming teakettle. When he first proposed preparing milk this way by evaporation and putting it up in sealed cans so it would keep indefinitely, people laughed at him—just as people have laughed at all the other inventors of history. But Gail Borden did not mind ridicule. Possibly he was used to it. He had already invented two concentrated foods to meet the demand for such foods for the “gold rushers”—pemmican and “meat biscuit” (for which he was awarded a medal at the London World Fair in 1851).

He believed in his idea of preserving milk, as he had believed in his other inventions, and with typical hardy pioneer spirit started experiments at once in a small Shaker community in New York State. He faced appalling discouragements and difficulties—lack of capital, lack of bacteriological knowledge, lack of sanitary methods among dairy farmers. He was almost the first person to realize the importance of cleanliness in milk and to take steps to secure it. The rules which he laid down to farmers in those days have now become laws—the basis of our present sanitary regulations.

After several years of experimenting, Borden finally succeeded in perfecting a process for “producing concentrated milk by evaporation in vacuo . . . the same having no sugar or other foreign matter mixed with it.” In 1856—when he was 55 years old—he received a patent for this process, which is still the basis of the world’s condensed milk industry.

The first condensary was set up at Wolcottville, Conn.—now the city of Torrington—and operated under the name Gail Borden & Co. But because sufficient money was not forthcoming to operate the factory the plant was abandoned.

The following year, 1857, a new plant was begun at Burrville, five miles north of the first factory. Here, in a little old mill, the first condensed milk was made and sold to the public. At this time Borden met Mr. Jeremiah Milbank, a keen business man with practically unlimited financial means

at his disposal. Mr. Milbank became interested in the business and in 1858 the name of the company was changed to the New York Condensed Milk Co., and an office opened in the basement of 173 Canal Street, New York City.

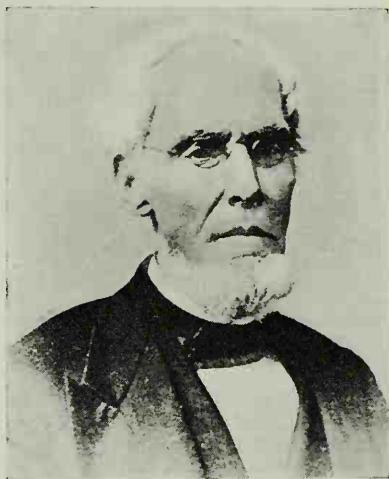
Samples of their first product — unsweetened condensed milk—were first carried from house to house in New York in a handbag and later served from 40-quart cans on a pushcart at 25 cents a quart. The unsweetened product, however—evap-

orated milk, as it is now called—was not developed to a point where it could be put up in sealed cans and marketed until the 1890s—some years after Gail Borden's death. The first product to be manufactured on a commercial basis and sold in sealed containers was the sweetened condensed milk.

In a short time a larger factory was needed and Borden moved to the village of Wassaic, N. Y., which was located on the railroad and offered better chances for expansion. This new condensary opened in June, 1861, just two months after the outbreak of the Civil War. The United States Government immediately commandeered their entire output of condensed milk for use in the army and in hospitals.

In this way people learned to know the value of condensed milk and like it far more quickly than would ordinarily have happened. Its use spread rapidly and the business increased steadily during the fifty years following, with new plants opening in different parts of the country. In 1899 the company was reorganized under the name "Borden's Condensed Milk Company."

Then another war brought sudden and rapid expansion again—probably far beyond the wildest dreams of Gail Borden. The Civil War had made condensed milk a staple food.



*Mr. Gail Borden
Founder of Borden's Milk*

The World War worked wonders for the next Borden product—evaporated, or unsweetened condensed milk. Canned milk was needed in tremendous quantities, not only for the armies of the world, but among civilian populations as well, and especially in relief work among refugees in war-stricken countries. Sweetened condensed milk could not be made in a hurry to meet this sudden demand. The process is too delicate. Also sugar was at a premium. The result was an enormous development in evaporated—or unsweetened condensed milk. The output of evaporated milk grew from 700,000,000 pint cans a year at the beginning of the war to 1,900,000,000 cans at the end of the war period. There has of course been a natural reaction after the boom growth—the large part of which was export trade—but evaporated milk is firmly established as a staple household commodity, and its use in this country is becoming more widespread every year.

Today the business of canning milk ranks as one of the outstanding industries of the country. The Borden Company pioneer in the whole movement, is still the leader and largest manufacturer of milk products in the world.

In addition to Eagle Brand Condensed Milk and Evaporated Milk, the company now makes Skimilflakes (dry skim milk in flake form), Malted Milk and Confectionery.

It also produces and markets bottled milk on a large scale, this part of the business being handled by the Farm Products Division of the company.

More than thirty-five model condensaries and feeder stations, dotted over the country in the heart of the best dairy sections, are busy producing Borden's Milk. In addition, there are more than 150 country and city bottling plants, confectionery and malted milk plants.

Because of the great variety of its milk products, and its long established reputation for purity and quality, the Borden service today reaches almost every family in the country.



A Lady Asked for Vanilla

*A Request of 78 Years Ago That
Brought a New Product to America
and Laid the Foundations of a
Business That Today Is World-wide*

IN 1847 a lady who had lived some years in France entered the store of Joseph Burnett, the Boston chemist. She said she was very anxious to procure a vanilla flavor for her creams, sauces and desserts, such as she had been getting in Paris.

At that time the only extract of any kind in this country for flavoring purposes was a cheap extract of lemon. A few French chefs used the vanilla bean itself.

This was the clumsy, unsanitary and inconvenient way these chefs got their vanilla flavoring; they would purchase one or two vanilla beans, cut them up and put them in a linen bag, ready to use like a tea ball, to flavor whatever was required.

The results from this tedious, inexact method of extracting the flavor were of course very unsatisfactory. When the

bag was first used it would give the delicious flavor of pure vanilla, but afterwards, when it became diluted, the taste was weak and unpalatable. It was never uniform in strength or flavor. It was always expensive because the full rich flavor could never be thoroughly extracted.

Mr. Burnett listened to the lady's description of the flavoring she wanted. He bought a pound of the very best vanilla beans he could procure and extracted the rare, delicate flavor of which she spoke, and after long, careful experiments, when he was satisfied with its quality he made the first Vanilla Extract that was ever sold in this country.

A factory was rented at 27 Central Street, Boston, but as the business expanded larger quarters were necessary. In 1894, just before Joseph Burnett died, a new factory was opened at 36 India Street.

About this time the increasing interest in fancy cooking warranted the marketing of a pure color for coloring candies, frostings, etc. After extended experimenting in the laboratory and kitchen, Burnett's Color Pastes were out on the market.

His sons, Harry and Robert, continued the manufacturing policy of their father, which was to make the very finest extracts that could be made and advertise the fact to the consumer. The wisdom of this policy can be discerned in the steady growth of the sales, which in 1920 necessitated the building of a fine new factory at 437 D Street, Boston, equipped with all the latest machinery for manufacturing, packaging and handling the various products.

In 1919, after a careful market analysis, it was decided that fine spices could be handled to advantage, and so Burnett's Spices, the choicest grown in the tropics, were added to the extract line.

Today Joseph Burnett Company, which is still owned by the family of the founder, sells its products over the entire world.



Sea-Food for Inlanders

B & M Pure Food Products Were Once Chiefly Famed for the Excellence of Sweet Corn and Succotash. Today the Demand for B & M Sea-Foods from Coast to Coast Is Greater Than Can Be Supplied

ABOUT 75 years ago—up in the State of Maine—a group of business men of wide vision and foresight, realizing the future possibilities in the development of the State's natural resources and advantages, established what is now known all over the country and in many foreign markets as the Burnham & Morrill Company, packers of B & M Pure Food Products.

The industry was based upon the packing of a product for which the soil and climate of Maine are especially adapted—sweet corn; and although there are now many competitors in the State, the Burnham & Morrill Company still maintains its lead with a larger output and more canneries for this one product, in spite of the fact that this is only one branch of a business which is now much more extensive and includes many products. Such a development attests to the sound principles which have governed the management of the concern for three-quarters of a century.

The Civil War afforded the new company an opportunity for rapid expansion and the next decade saw a constant striving for improvement in methods and an extension to include other products. Sweet corn, upon which the business was founded, was first packed in Portland. Gradually, additional canneries were opened up through the famous "Maine Corn Belt," until there are now 17 plants used for the packing of this one product alone.

The excellence of Burnham & Morrill Company products was from the start recognized in a national and even a world market. The American Institute in New York in 1874 awarded the company its highest medal for the excellence of its Sweet Corn and Succotash; this was followed by an award at the United States Centennial Fair in Philadelphia in 1876, and two years later the company received an international honor—a gold medal awarded in Paris at the "Exposition Universelle Internationale." These, and numerous other awards to come later, are now the more significant as they were given at a time when such honors were a true attest to superiority.

By 1871 Succotash and various other vegetables had been added to the list and the company was beginning experiments in the packing of shell fish, which resulted in the development of the well-known "Scarboro Beach" brand Clam Products and "Red Jacket" brand Deep Sea Lobster.

Immediate expansion followed—several factories were established along the Maine Coast, and more in Canada, where today the entire output of B & M Lobster is packed at a score of shops, while several new Maine Coast factories are devoted exclusively to the packing of Clam Products, prepared from those tender white shell clams which can be gathered only from the sandy inlets of the Maine Coast.

Today the demand for these B & M Sea Foods can in any year be but partially supplied. Orders are received far in excess of the available supply and have, each season, to be allotted upon a percentage basis.

The business had now been incorporated under the name it still bears and its activities were growing. Further experi-

mentation was being conducted, this time on the problem of canning a fish product which would make fresh fish available for the housewife regardless of where she lived or what the climate might be. Finally, there was developed what is today known universally as "B & M Fish Flakes," which solved this problem. It consists simply of pure, white meat of choicest Codfish and Haddock, thoroughly cooked and boned, slightly seasoned, and packed in sanitary, parchment-lined tins ready for instant use—and just as fresh as though only a few hours out of the clear, cold depths of the North Atlantic, as indeed it was when canned.



*Mr. G. B. Morrill
Burnham & Morrill Co.*

As soon as the suitability of the product for wide distribution was realized aggressive advertising was planned. Even by 1900 advertising had been done upon a limited scale in those markets enjoying the greatest distribution of B & M Products. Advertising had helped materially in establishing the position of Paris Sugar Corn. The great period of advertising expansion into national fields, however, came after 1903. Conservative at first and only after careful investigation, national advertising of B & M Fish Flakes was extended.

In 1912 it was found necessary to erect a modern, sanitary plant on the outskirts of Portland for a Headquarters Factory. This plant has its own wharfage facilities and railroad sidings. It is located on the very ocean's edge, and standing out prominently by itself in a beautiful setting of velvety green lawns and sparkling blue water, is one of the industrial show places of the State, where many visitors each year admire the scrupulous cleanliness of kitchens and packing rooms, and where freshly uniformed employees work under ideal conditions affording an abundance of sunlight and fresh air.



27,000,000 Boxes

An Expenditure of \$6,000,000 in Advertising Over a Period of Eighteen Years Has Expanded the Market for California Citrus Fruits Four Times as Fast as Population Has Increased

AMERICA'S appetite for citrus fruit required nearly 120,000 carloads to satisfy it last year. Each of the 120 million persons comprising the American market now consumes 58 oranges, 16 lemons and 5 grapefruit a year.

Of the present supply, California furnishes about two-thirds of the oranges, four-fifths of the lemons and but a small percentage of the grapefruit. These are large figures for a product classed as a rare luxury within the recent memory of people of this generation.

Co-operative marketing and advertising are chiefly responsible for the remarkable growth in the citrus industry.

Although oranges were first planted by the Mission Fathers in the patios and gardens of the California missions at about

the time the United States itself was born, the industry had to await the development of railroad transportation to Eastern markets before it could assume any commercial significance. The railroad came to Southern California in 1877, and in that year the first carload shipment of oranges was made across the continent. Four years prior to that, in 1873, a California pioneer, Mrs. Eliza Tibbets, planted in Riverside two trees of a new seedless variety sent to her by a relative connected with the United States Department of Agriculture at Washington.

This new variety was called the "Washington Navel" orange, and these two trees were destined to be the ancestors of the mighty industry which today is one of California's largest and most famous.

By 1885 commercial production of oranges in California had increased to 1,000 carloads annually, and the infant industry became large enough to have a marketing problem. With only 1,000 cars to market, a mass meeting of the growers, held in Los Angeles in 1885, recognized, by formal resolution, the fact that unless some united action were taken for improved methods in the sale of their fruit, the industry would soon perish. That meeting marked the start of co-operative effort, although it was not until ten years later, in 1895, that co-operative marketing was established as a permanent basis of operation.

The original co-operative organization included growers producing only 32 per cent of the California citrus crop. The growers' organization grew slowly but steadily until in 1905 it included 48 per cent of the total production. Acreage and production, meanwhile, had been greatly extended, but under the stabilizing influence of orderly marketing and widened distribution the industry generally had prospered, and fears of overproduction were left behind for a time.

It soon became apparent, however, that the basic consumer demand had to be increased, and in this situation the growers turned to advertising. The first test campaign on California oranges was made in 1907, with an appropriation of \$6,000. This represented the first effort made by growers themselves

to enlarge the consumer demand for their products, and many there were who doubted its wisdom.

But it worked, and the California Fruit Growers Exchange has advertised continuously ever since.

The "Sunkist Campaign," as it is familiarly known, is chiefly devoted to advertising a commodity rather than a brand. During the past twenty years citrus production in California has increased from eleven million to twenty-seven million boxes. Production has increased 135 per cent, while population has increased 36 per cent. The California crop has increased nearly four times as rapidly as the population, and there have been substantial additions to the total supply from other sources as well.

During the eighteen years of Sunkist advertising, a total investment of approximately six million dollars has been made. Gross sales during the same period have aggregated eight hundred millions. The advertising expenditure, therefore, represents an investment averaging $\frac{3}{4}$ of 1 per cent of the gross sales. During the past five years, approximately 1 per cent of the gross sales has been invested in advertising, and the amount has never exceeded $1\frac{1}{4}$ per cent.

The California Fruit Growers Exchange is a co-operative, non-profit organization of 11,000 growers. It has no capital and accumulates no dividends. But in the ownership of the name "Sunkist," which has been established with the trade and consuming public for many years, the growers collectively possess a tangible asset of great value and one which becomes the immediate heritage of each new grower who joins the Exchange.



A History in a Nutshell

The California Walnut Growers' Association Has Quadrupled the Consumption of Walnuts and with a 4½% Overhead and Selling Cost Vastly Increased the Profits of Its Member-Growers

PRIOR to the formation of the California Walnut Growers Association, in 1912, there were a few local associations, made up of individual growers, doing business in the different walnut districts. Most growers, however, sold independently of even the locals. There was practically no standardization. Independent shippers and local associations had many brands, all competing with one another. Speculation was rife. In fact, the grower was rarely able to cash in on the few high markets that would occur, whereas he was almost sure to lose on the poor markets, which were the rule rather than the exception.

By 1912 it was said that a point of overproduction had been reached in the growing of walnuts. In some districts acreage was being rapidly pulled out and planted to more profitable

fruits. There was a general feeling of pessimism among walnut growers in general. At that time most of the local associations joined together and formed the California Walnut Growers Association. The locals made an earnest effort to secure a larger number of members. They succeeded in getting a great majority of the walnut growers into the organization. The function of the local associations is to receive walnuts from the local members and prepare them for shipment. The business of the central association is to take the walnuts when ready for shipment from the locals, distribute and sell them to the best advantage throughout the country, returning all moneys derived from sales to the local associations, less actual sales and advertising expenses. The central association is controlled by a board, which is made up of one representative from each local association.

Immediately after the California Walnut Growers Association was organized steps were taken to improve the standard requirements of the association's pack. Excessively high standards for such a pack were set up and a rigid inspection system was installed in the locals by the central to see that the quality of walnuts was maintained. The many different brand names were abandoned and "DIAMOND" Brand was universally adopted. Sales to speculators and commercial packers were discontinued. Brokerage connections were made direct in the important markets throughout the United States. At first advertising was not resorted to, but almost immediately the industry began to prosper. Instead of removing groves, additional acreage was set out.

Within a few years it became evident additional sales pressure would be necessary in order to sell quickly the increasing tonnage. The pressure resorted to was advertising. From a small appropriation of \$1,200 the amount spent for advertising has now grown until in a normal year the advertising expenditure runs around from \$150,000 to \$200,000.

The central association was not satisfied with successfully selling each year's walnut crop. It takes decided interest in the production of better-grade walnuts and through guidance and working closely with the local associations they have

been able to bring about greatly improved methods of sorting, cleaning, bleaching and preparing for market in general, but even that was not considered enough. Close connections were made with the University of California, and through experiments conducted with their help vast improvements have been made on the cultural side of walnut growing.

"The proof of the pudding is the eating thereof," and the proof of a successful cooperative walnut association is the following:

The first year the association did business they handled a little over 5,000 tons. Today, in a normal growing season they will handle more than 20,000 tons. Besides growing in the number of tons handled the association has increased the percentage of growers who market their crops through its offices from 51 to 84. Speculation has been eliminated. The carryover of one season's crop into a succeeding year has been practically eliminated. *The price secured for members' cull walnuts was this year greater than they were able to secure for their best grade of walnuts before the association was formed.* The cost of doing business, including advertising, executives' salaries, warehousing, service to growers and all other expenses is 4½ cents on the dollar. Growers also have the privilege of withdrawing, without any penalty, 30 days prior to the annual meeting of the association each season.

The three essentials of successful selling are the prime reasons for the association's great success. First, a quality pack of "DIAMOND" Walnuts. Second, an extremely efficient sales policy and management. And, third, the wise and judicious use of advertising.



39,236,231 Advertisements

Persistent Advertising of the "Calumet Kid" in All Kinds of Media Over Thirty-five Years Has Made Calumet Baking Powder One of the Great Nationally Known Brands

By WILLIAM SMEDLEY

WHEN W. M. Wright founded the Calumet Baking Powder Company—thirty-five years ago—he had in mind certain ideas. The first was to produce a quality baking powder; second, to sell it only at a fair profit, and third, a definite dealer policy involving sales of Calumet *only* through the retailer and wholesaler—no carrying of water on both shoulders—no private labels—no sales to mail order houses—no sales to peddlers—no "ifs" or "buts," only a plain, straight-forward, honest policy.

And here's the big thing—every policy has been carried out literally, and no man can work for Calumet who violates, directly or indirectly, these policies.

Mr. Wright has lived to see the fulfillment of his ideals, to see Calumet grow from an idea to a nationally known product, and it is a great satisfaction to the whole organization to know that today the sale of Calumet Baking Powder is two and a half times larger than that of any other baking powder.

Mr. Wright is now enjoying the fruit of his labors and has placed the mantle of authority on the shoulders of his son, Mr. Warren Wright, who, as president of the company, is fulfilling every pledge made for Calumet.

Mr. Warren Wright is known as one of the best sales executives in Chicago, for he believes in teamwork as a producer of business, and the Calumet organization is just one big family, working together to make the business GO—GROW—GLOW.

The real idea behind a can of Calumet is Service—not imaginary, but real service—service to the distributor and service to the consumer, plus satisfaction to the user and profit to the seller.

The first factory of the Calumet Company, in 1889, consisted of 400 square feet of floor space. Today there is a big plant on the West Side, a plant at East St. Louis, Ill.; the material plant at Joliet, Ill., covering six acres, with forty-three separate buildings and a floor space of more than a million square feet, and the home plant at Chicago, having a floor space of 160,000 square feet. So much for size.

Mr. K. K. Bell, the vice-president and general manager, is a live wire. He is the head of the Local Loyalty League, very largely supported by the Calumet Company. Its object is to build local communities, town spirit and the "Trade at Home" idea to the inhabitants. If he has any one particular hobby besides making Calumet the world's greatest baking powder, it is his love for children, which is one reason why so much of Calumet's advertising appropriation is spent for "Dolly Cook Books," "Children's Party Books," airships, school tablets, puzzles, savings banks, etc. He is far-sighted enough to realize that children are the coming housekeepers and that the child's good-will of today will be a big trade factor in the future.

Calumet has a well-equipped Home Economics Department, under the direct control of Helen Harrington Downing. Here is established a model home kitchen, here the visitors are shown how to economize energy and time. It has proven to be an inspiration to many thousands who visit it yearly. It is open to the public at all times—no frills or red tape to get in. Any grocer can arrange for his customers to visit it, and many do so. Here women's clubs, church societies and cooking classes from high schools and universities come to learn something different about domestic economy.

In May, 1924, Calumet started to broadcast over a new broadcasting station, owned jointly by Calumet and the Rainbow Gardens—WQJ, Chicago. This station broadcasts fine concerts, recipes, household hints, current events and especially emphasizes the "Buy at Home" and "Patronize Your Local Dealer" policy.

Calumet advertising is known all over the land. It is liberal. It is widespread. It is so distributed as to help the local dealer make sales. Calumet uses more newspaper space than any other food manufacturer in the world. This space is used intelligently—daily papers, farm papers, posters, store signs, bulletin boards, etc., for a large portion of the Calumet publicity. Every community gets its share, which means that every *dealer* "gets his." The advertising is consistent; it never lets up. People are familiar with the "Calumet Kid," the trade mark of the company. The circulation of the various mediums carrying the message of Calumet reaches a total of 39,236,231 copies.

The Calumet organization is a human proposition. From president to office boy, the idea prevails that human service is the highest form of self-interest and that the man behind the counter is the company's big responsibility—to help him meet competition, to help him grow, to help him keep trade at home and to create a lasting friendship that will make and hold good-will.



The Story of Campbell's

*How an Idea of Condensed Soup and a
Product of Superior Quality Have Used
432,000,000 Pages of Advertising to Build One
of the Great Successes of American Business*

We blend the best with careful pains
In skillful combination,
And every single can contains
Our business reputation.

So runs one of the familiar and happy little jingles that appear in the Campbell's Soups advertisements.

It states in its own breezy way the ideals in the mind of John T. Dorrance on his way home, some twenty-nine years ago, from the University of Göttingen, where he had obtained the degree of Doctor of Philosophy, having specialized in chemistry, mathematics and physics. He was previously grad-

uated from the Massachusetts Institute of Technology—Chemical Course.

In Europe Dr. Dorrance had been powerfully impressed with the popularity and the splendid food and health value of soup. In the big cities, in the hamlets and the rural districts, wherever he went, he observed that soup was really a staple article of the people's food. Thus the young chemist returned to America with the idea uppermost in his mind that in some way the United States could and should be made to appreciate the value of good soup. In Europe the soup pot is a family institution, but in America, where gas and electricity may be turned off and on in a moment, it is extravagant to keep the soup pot simmering, and long cooking is a fundamental for good soup.

He ate, drank and slept with this idea, but like many a Ph. D. just out of college Dr. Dorrance was blessed with far more education than money. In fact, money was just about the scarcest article of his equipment. His first need, therefore, was a job where he could have opportunity to develop his dream of making the country truly a nation of soup eaters. His uncle's factory was destined to give him this chance, for not long after his return from Europe he received a telegram from his uncle, a manufacturer of food products in Camden, to visit him at his factory, with the result that he entered the employ of Joseph Campbell Company as chemist. He was the first person possessing a technical training to join the organization.

When the young chemist proposed the installation of a laboratory and the setting up of the apparatus he had brought with him from Europe, it was considered too ambitious an undertaking. Accordingly, he was assigned to a remote corner of the building and allowed to do experimental work with his equipment, for which, as he today says, with a laugh, he has never been paid.

From this remote corner of a factory given over to the manufacture of more than two hundred different articles of food came an idea that was destined to eventually subordinate everything to the manufacture of soup—the method of con-

densing soup by eliminating water to the extent of one-half of the volume. This made possible the immense development of Campbell's Soups, as it effected most important savings on the can, label and case, on storage space and on freight charges. Tinned soups, non-condensed, had been on the market for some years, but had not been able to overcome the problem of excessive cost due to the bulky package.

As a student of economics, Dr. Dorrance recognized from the very beginning the necessity of quantity production as the one sure means of reducing overhead charges, and obtaining the benefit of quantity price as well as quality selection in the purchasing of ingredients.

The vital importance of making soup of the highest quality was recognized from the outset. The United States needed to be taught to eat soup. Mediocre soup would have checked this growing habit, but Campbell's Soups have made converts among our people at an amazing rate, and only a true gospel can carry such conviction, however devoted the missionary. Despite Dr. Dorrance's thorough-going education and his observations in Europe, he did not suffer from any false idea that he "knew it all." Consequently, in 1903, he returned to Europe to make a further study of soups. He acquired first-hand experience in the blending of soups by actually working beside the best-known chefs in the kitchens of the great hotels and restaurants and the fashionable clubs in Paris, London, Berlin, Vienna and later on in New York. Those years marked the heyday of the epicure. Dining as a fine art was in its highest estate. It was an age of greater leisure when eating was a ceremony and food attained a special luxury. Dr. Dorrance's training in this period was invaluable to him in



Dr. John T. Dorrance
Founder of Campbell's Soup

the pursuit of his aim to make soups of splendid quality.

An advertising campaign, started more than twenty-five years ago, with the slight resources the Company then had, aimed at the education of the public in the use of soups. The space had to be small, the total bill for the first year a mere trifle compared with the present great annual advertising appropriation which has popularized the well known Red-and-White label until it has become as universally a part of a grocer's stock as the counter is a part of his equipment. The rollicking little Campbell Kids are as well known to the American people and as dear to the hearts of American children as Alice in Wonderland and Little Red Riding-Hood. Every year has seen a steady growth in the advertising and sales have mounted with amazing rapidity.

Today the great Campbell's kitchens have a capacity of millions of cans a day. Today Campbell's are the leading magazine advertisers, with a grand total of 432,000,000 advertising messages printed every year. A full page every issue is the undeviating Campbell's rule. In almost every magazine on the Campbell's list attractive color is used to make the sales message even more appealing and the package even more familiar.

The success of this enterprise can be attributed to: first, Dr. Dorrance's conception of the idea of Condensed Soup; second, the perfection of the recipe, the quantity and quality of the ingredients; third, the technic in cooking and blending; and fourth, scrupulous insistence on cleanliness and sanitary surroundings.

In view of the Company's history, it is not surprising to learn that Dr. Dorrance has, as he says, "only three hobbies—my wife, my children and soup-making."



It Sparkled to Success

Some Grocery Specialties Have Been Patiently, Even Laboriously, Built to Success Over a Period of Years: but Here Is One That Leapt to Triumph Over Night

"BUSINESS is business", says the modern go-getter as he hurries from lunch in a final sort of a way.

Yes, business IS an engrossing matter but so many of us let the money-making, bustling side of just business absorb us that the romance of an industry, a profession, a livelihood, is almost lost sight of—forgotten.

People who persist in "talking shop" become bores soon enough. There is decided interest however attached to "shop" when the talk is as colorful and romantic in the recounting as the one we tell here.

The customer who steps up to his Grocer and asks for a carton of "Canada Dry" little knows the complex nature of the beverage he is ordering. Nor does he think of the years

and years of tireless effort, the discouragement, the vast expense which the perfection of his favorite Ginger Ale entailed.

Thirty-four years ago an enterprising Canadian sensed the fact that there was a call for a man's drink in a Ginger Ale—one which was well tempered, sparkling and a good mixer with other beverages. The demand really originated in the English Clubs of London, in the days when Victoria was Queen of England. These English epicures gave Mr. J. J. McLaughlin his idea.

A chemist and specialist in the manufacture of soft drinks, he had the facilities to start his experiments. His idea developed into an ambition . . . an obsession . . . a hobby . . . a life work.

No doubt many of his friends laughed behind his back when he persisted in closeting himself in his laboratory day in and day out—discarding this brand of Ginger, testing the pungency of another and then blending the chosen root with oils, essences, orange and lemon peels, herbs, barks and spices which he had searched the worlds' markets to experiment with.

Little knowledge was available to him from books due to the secrecy surrounding the compounding of a beverage which boasted of the slightest popularity.

Many a man would have given up. But not J. J. McLaughlin. Discouragement only strengthened his resolve. Finally, after weeks and months of exhaustive study and experiments, a final test satisfied him. On that day "Canada Dry" was created, was named, was offered to the public in the McLaughlin Soda Fountain. Mr. McLaughlin may then have realized he was entitled to a niche in the Hall of Success.

The ingredients, coming from the seven seas were carefully extracted in a scientifically equipped laboratory—every process in its manufacture centered about sanitation, quality, uniformity and absolute perfection. A few dozen bottles a day became inadequate. The production was soon doubled, tripled and multiplied by dozens and dozens.

From Halifax to Toronto—from Toronto to Edmonton and Vancouver, "Canada Dry" was becoming known. By leaps

and bounds its popularity grew; its delicious, unforgettable flavor became known. In the Houses of Parliament at Ottawa and in the residence of the Governor General, "Canada Dry" was the order of the day.

The Royal Canadian Yacht Club accorded it a real favorite. Its patrons liked it as a Ginger Ale as well as a mixer with other beverages.

Americans visiting across the border returned with tales of "a real Ginger Ale" and told of drinking it with such relish that their friends were anxious to taste it, too, and inquired if it could not be purchased in this country.

The reply was always "No" until in 1921 the Canadian owners, whose formula was guarded as carefully as the crown jewels, were persuaded to open a subsidiary office in New York.

That first week, without a single line of advertising, a carload was sold. Almost over night "Canada Dry" became the sensation of the most exclusive clubs, hotels, restaurants and cafes in New York.

What a hit it made. In that same year, a separate plant was found essential to care for the demand in the U. S. A.

Two years later when operations at the new plant had produced a surplus supply, the New York Newspapers carried the first advertising of "The Champagne of Ginger Ales".

The response was immediate, amazing, a tribute to the labors and perserverance of Mr. McLaughlin. Ninety days thereafter, orders reached New York from every section of the country. Grocer, druggist, confectioner and delicatessen vied with each other in getting an order of this famous old Ginger Ale for their customers. The owner of one of the Metropolitan hotels, a man in the public eye, wrote a personal letter to the firm requesting that "two more cases" be sent to his summer home in Maine.

Two globe trotters, off to Paris, embarked with three cases, knowing that even abroad such a Ginger Ale could not be purchased.

Today railroads, steamship lines on lake, river and ocean, offer "Canada Dry" on their menus. Its popularity has

spread from the large cities to small villages, to the road stands along country byways where the thirsty autoist pauses for a glass of cooling refreshment.

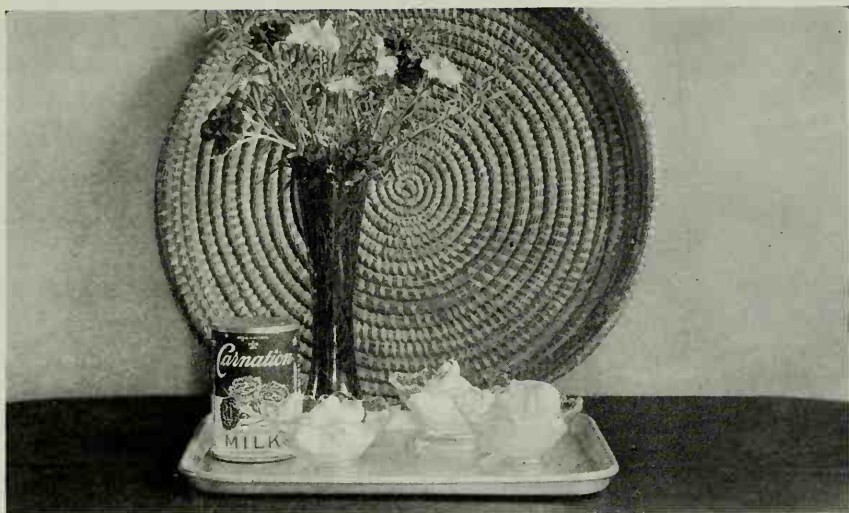
The American Plant—a modern, sanitary, sunlit plant—located at Hudson Upper, New York, is the finest of its kind in the world. Standard equipment and methods, hourly chemical and bacteriological tests, supervision and inspection, and constant research—everything humanly possible is done to maintain the quality of this famous Ginger Ale. The New York State Department of Health, one of the most efficient health organizations in the country, gave the “Canada Dry” Plant a one hundred per cent Bill of Health.

Happy, contented co-workers are truly imbued with the “Canada Dry” spirit, which pervades the entire organization—a spirit that “gets” everyone from the President down, to work and win.

The advertising and selling plans are not the result of hurried conferences behind closed doors. Plans are developed slowly, but surely, and run the gamut of the entire organization for ideas and suggestions before final perfection. Thorough study and analysis, the consideration of the smallest detail, and hard common sense are fundamental to the development of all plans, which are tested out in representative markets before final use.

The age of miracles has passed, and to reach the leading position in the Ginger Ale World that “Canada Dry” occupies today, there must be some very substantial reasons which briefly can be outlined as follows:

- A. An unbeatable, inimitable and incomparable product.
- B. A directing, executive organization, whose efficiency has justified the position they have placed “Canada Dry” in the Soft Drink World in so short a period of time.
- C. A Sales Force that is on its toes and knows its business from every angle.
- D. A sincere desire to assist, in every way, our Jobbers and Retailers to solve their many problems.



“From Contented Cows”

The Story of One of the Great Advertising Slogans and of the Development of a Great American Business

A GOOD many years ago the man who founded Carnation Milk Products Company, and its president today, was driving a team of mules—mules which, by the way, he had bought with his own hard-saved youthful earnings—in a construction gang on the Santa Fé Railroad.

It was a rough, pioneer life and the food was rough, pioneer food. The need for milk that would keep was daily before the mind of the Scotch mule-driver, whose name was E. A. Stuart. He saw a market for canned milk there in the great West, and it occurred to him that he might be the man to supply that market.

His idea was not to bear fruit at that early date, but it persisted. When, a few years later, Mr. Stuart became the proprietor of a grocery in an adobe storeroom in El Paso, he was still thinking about canned milk. Likewise, as a wholesale grocer in Los Angeles, he held tenaciously to that dream.

Twenty-three years as a retail and wholesale groceryman may have postponed the founding of the Carnation Milk Products Company, but it gave the founder an invaluable fund of practical knowledge of the channels through which America's food products move. So, when Mr. Stuart, in 1899, took over a small, bankrupt condensary in Kent, Wash., he was equipped to sell as well as to produce.

The selling was desperately hard at first. Evaporated milk, preserved by sterilization, without the use of sugar, was practically unknown, the chief supply of canned milk in those days being of the sweetened kind. Thus, the natural difficulties which faced the struggling new company were made more formidable by public ignorance of and indifference to the product which the company offered.

Unlabelled, in hand-made cans, the first milk from the condensary at Kent was sold by Mr. Stuart himself by sheer force of will-power. Orders for as few as half a dozen cans were gratefully accepted, and even these modest sales were only made possible by a guarantee to take back every can of milk which did not sell. . . .

Such were the beginnings of Carnation Milk. Then the nameless product was given a name, which is known today wherever the English language is spoken. Markets began to expand, and before long it became one of the chief concerns of Mr. Stuart and the associates whom he gathered around him to develop new sources of supply for milk of a quality to satisfy Carnation standards.

One after another, new condensaries were opened in the richest dairying sections of the United States and Canada, until today there are thirty-eight model plants, each notable for cleanly, efficient and sanitary production. The now famous Carnation Milk Farms were established at Carnation, Wash., near Seattle, and at Oconomowoc, Wis., and devoted to the scientific breeding of Holstein cattle, in order to provide sires and dams of high milk-producing strain to raise the standards of the herds which supply milk to the Carnation condensaries.

Advertising was early recognized by Mr. Stuart as a pow-

erful means for promoting and stabilizing the development of his business. As the Carnation market became national in scope, advertising on a national scale was directed to the solution of the new selling problems which arose. Farther back than most of us can remember, the phrase "From Contented Cows" had become a household word in America. Since then, the force of advertising has been steadily and consistently applied to raise the consumption of Carnation Milk to new and higher levels from year to year.



*Mr. E. A. Stuart, President
Carnation Milk Products Company*

Just as constant study has been directed toward the improvement of Carnation Milk and the methods by which it is produced and distributed, likewise the interpretation of the product through advertising has undergone changes which reflect careful analysis of the attitude of the consuming public. A recent physical improvement in Carnation advertising has been the portrayal of the Carnation can set inside a milk bottle. This device has proved valuable as a visual intimation that Carnation is in every sense and for every purpose real milk and not a substitute. Through this and other means, Carnation advertising is gaining new users for "milk in a modern package," a product which seems destined to occupy a position of constantly growing importance in world food economy.



A Gentleman Rides on Horseback

*Joel Cheek Once Rode Through the
Cumberland Valley with a Spare Shirt
in One Side of His Saddlebag and
Sales Samples in the Other — and
Founded a Great National Business*

BACK in the '70s, a young man rode through the Cumberland Valley, in Kentucky and Tennessee, with a spare shirt in one side of his saddlebag and samples on the other.

Today, a genial, white-haired gentleman of 72, he is active head of a great national business, with plants scattered from coast to coast.

The story of Joel Cheek is one of the real romances of the business world.

And it is far more. It is a romance of the old South. For with all his genius, Joel Cheek could not have succeeded so

greatly had he not been brought up in a land where good things to eat were almost a religion.

Up the Cumberland River, years ago, Joel Cheek travelled on the old side-wheeled steamers. On horseback he rode from village to village, selling coffee for a wholesale house in Nashville.

And all the time he was thinking of the flavors that his fellow Southerners knew and enjoyed—of the wonderful food prepared by their mammy cooks. Was it not possible, by skillful blending, to produce a coffee flavor which could match these achievements?

Here was the task to which he set himself. For years he studied and worked. Between trips he carried home samples of various coffees, blending and roasting them; testing, rejecting; toiling late into the night; always searching for the ideal combination; persevering in spite of countless obstacles.

Finally he perfected it—a coffee blend so rich and mellow that it delighted even the most critical people in that land of good living.

Among the many who soon became enthusiastic over Mr. Cheek's coffee was Mr. Black, manager of the Maxwell House, in Nashville. After a careful trial, he began serving it to his guests. From that time on, no other coffee was ever used by this fine old hotel, and Mr. Cheek named his blend, fittingly, "Maxwell House Coffee."

Throughout the South the Maxwell House itself became celebrated for its delicious food—and especially for its coffee. Wherever its guests went, they carried with them to their homes the fame of Joel Cheek's blend. And so, when, in association with Mr. J. W. Neal, Mr. Cheek built a large roasting plant in Nashville and began to market his coffee, the product was quick to meet success in the Nashville territory.

As the demand for Maxwell House spread farther west a new plant had to be opened in Houston to supply fresh coffee in the markets of the Southwest. But the Southeast, too, was buying Mr. Cheek's coffee in increasing quantities. And so, in 1910, he erected another plant—at Jacksonville, Fla. Six



*Mr. Joel O. Cheek
Founder and President
Cheek-Neal Coffee Company*

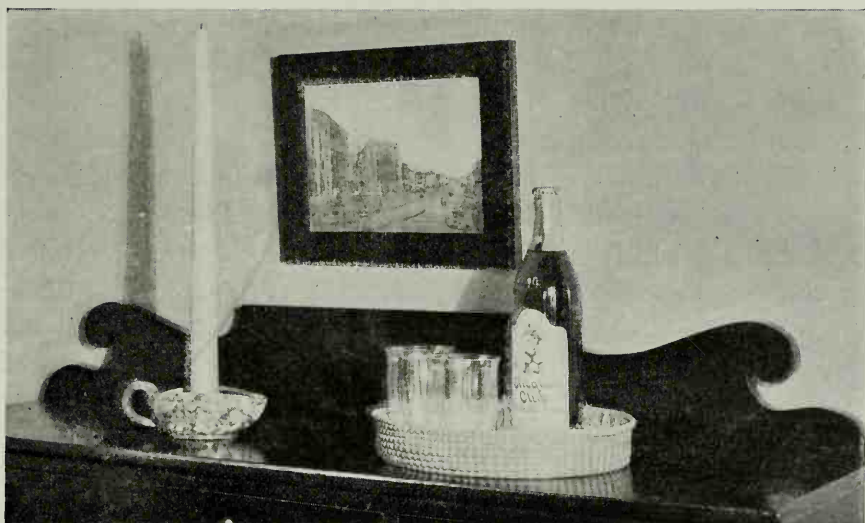
year later, to serve a still newer territory, a fourth plant was built in Richmond, Va. Thus the popularity of Maxwell House Coffee was established throughout the entire South.

But Mr. Cheek, believing firmly in the quality of his blend, was confident that Maxwell House Coffee could become a nation-wide drink. In 1921, backing it with a powerful advertising campaign, he introduced Maxwell House into New York, building a roasting plant in Brooklyn. Although the product had to meet tre-

mendous competition it became, within twenty-eight months, the best selling high-grade coffee in the New York market.

In 1924 a Cheek-Neal factory was built in Los Angeles, the sixth link in a nation-wide chain of giant coffee roasting plants. With the opening of this plant, in January, 1925, Maxwell House Coffee became a truly national institution. Possessed of an exceptional flavor and backed by the biggest advertising campaign ever put behind a coffee, it has established itself from coast to coast.

Long ago, Joel Cheek went into business to supply his coffee blend to the people of America. Today, his sons and his associates, J. W. and J. R. Neal, working with him, he still directs personally the great organization that blends and roasts Maxwell House—America's largest selling high-grade coffee.



A Drink of the Eskimo Kid

*Forty Years of Priceless Experience
Have Made Clicquot Club Ginger Ale
Popular from Coast to Coast. Here
Is Told the Tale of the Many Trails
This Pioneer Beverage Has Blazed*

WITH so much stress being laid these days on health foods and calories and vitamins, the breakfast food for this and the fruit for that, who is going to come out loud and clear for the values in good, pure ginger ale? Yet all of us drink ginger ale. Most of us keep it in the house constantly, or can easily run around the corner to buy a couple of bottles for the impromptu card party. Billions of dollars are spent every year for soft drinks by us weary Americans. Most of this money is spent for ginger ale. More than 12,000 bottlers are making ginger ale for the American public. That means four and a generous fraction for every city and town in the country of 2,500 population.

Yet, with all this enormous consumption, what does the public know about the drinks it spends its pennies for? Who makes them? What are they made of? How are they made?

Naturally, among 12,000 brands of ginger ale there are wide variations in quality and purity. Anyone can buy ginger and sugar and fruit juices, blend them with carbonated water and call the result "ginger ale." Fortunately, the forty years' history of one concern making ginger ale is the record of devotion to the aim of improving bottling practices and producing purer, more uniform beverages at a fairer cost. The Clicquot Club Company of Millis, Massachusetts, has held to this purpose consistently throughout its business history, believing that reliable products were a public obligation incurred by every bottler. Perhaps Clicquot Club's position as the world's largest ginger ale makers is the unconscious tribute of the public to so fair an enterprise.

Ginger ale first came to this country under foreign labels about the middle of the last century. It was a luxury of high price and enjoyable only by people of means. When Lansing Millis, a retired Boston railway man, discovered a rather remarkable spring on his farm at East Medway, Massachusetts, he had no reason at all to believe that he had taken the first step toward giving America its most popular beverage in 1925. That was in the early 80's. Ginger ale was still a comparative novelty, but Millis, being somewhat of an epicure, knew and liked this new British beverage. He had a small bottling plant on his farm whose regular work was the bottling of cider. But this new spring gave him an idea, and some experimentation led eventually to a remarkable American ginger ale—"fully as good as the imported"—so good in fact that his friends compared its bubbling clarity with Veuve Clicquot, the queen of French champagnes.

Apparently it is much the same with ginger ales as with the proverbial mouse-trap. The word passed among Millis' club friends in town and, unsought, almost unwanted, an infant industry soon sat on Lansing Millis' doorstep—the business of making Clicquot Club Ginger Ale.

It was not long before commercial enterprise began, but,

in 1885, only a few months thereafter, Lansing Millis died and the comparatively negligible assets of The Clicquot Club Company were advertised as for sale. Probably the heirs and assigns of the late Lansing Millis were glad enough to pocket a few thousand dollars for a country spring-house, a small frame building holding a little bottling machinery, and such trademarks, good-will, et cetera as pertained to The Clicquot Club Company. Today the spring, the trade-name and the good-will are worth many millions of dollars—and, while the original frame building is gone, in its place is a sunlit, spotless, modern plant, a third of a mile long, whose latest addition—about 25% of its total capacity—is alone larger than any other complete ginger ale plant in the world.

When H. Earle Kimball assumed control of the Clicquot Club assets he was a boy out of college, but the keen heritage of an old Rhode Island ancestry had given him a judgment of values and an imagination that turned a gentleman farmer's hobby into a great national enterprise. If this were not true, how could he have realized that, next to credit, a young bottler's most important asset is a reliable water source?

The Clicquot water supply, arising from deep within the rock of New England at the head waters of the historic Charles River, was the back-log of Clicquot Club prosperity. This never-failing water source has never wavered in purity, so clear as it comes from the ground as to require no filtration. Yet it is always filtered and tested every thirty days for the sake of perfect safety. Many bottlers attempt to make ginger ales of equal quality from aerated city waters, but although Clicquot Club has been offered the option on the majority of America's most famous spring sites they have stuck to the original source, believing that they could never be quite so sure of the quality of their blend when made with any other water.

It has been the same with sugar, ginger and all the lesser ingredients of Clicquot Club. Its sugar is bought at a premium in barrels to secure absolute purity. Clicquot Club buys none but the pick of the Jamaican ginger crop.

However, it has been admitted that anyone can mix these things that go into ginger ale and not make Clicquot Club.

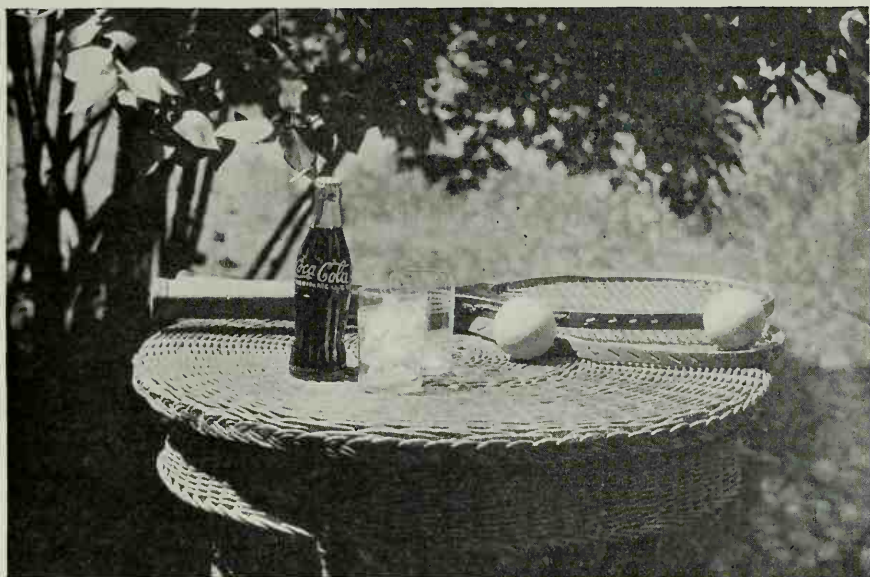
It is the forty years of priceless experience that make Clicquot Club so uniformly good and popular from coast to coast. If the Clicquot Club policy had been just one of good ingredients, good ginger ales would probably not be made in America today, for in the early days of the Clicquot Club Company beverage extracts were mixed by guess, sanitation was not a science, bottles were charged and capped by hand.

It was Kimball's ambition to give the public a ginger ale as good as ginger ale could be, but at a price that would be fair wherever it was bought. Such an ambition meant volume. Volume meant economical manufacture, which in turn demanded better machinery and better bottling practices.

It is a significant fact that there has been scarcely a single important improvement in the manufacture of carbonated beverages that cannot be traced directly to the Clicquot Club plant at Millis. Clicquot installed the first automatic capping machine. The great modern filling machines in every up-to-date bottler's plant were worked out by engineers who used the Clicquot plant as a laboratory. Clicquot Club has always been the originator of or the first to employ any device or practice that made better ginger ale, if possible at a lower cost to the public.

It goes without saying that publicity had its share in the building of this enormous business. The whimsical Clicquot Eskimo Kid has smiled from millions of magazine and newspaper pages for well nigh twenty years. He beams forth nightly from the largest electric sign in the world in Times Square, New York.

Ginger ale is the principal product of The Clicquot Club Company. Clicquot Club Regular is the same delightful blend that Farmer Millis made over forty years ago. Pale Dry is the subtle, delicate dry ginger ale which commemorates forty years of knowing how to make good drinks. Clicquot Club also makes a delicious Sarsaparilla and a Root and a Birch Beer. And the Clicquot Kid on every bottle is a guarantee of the goodness inside.



2,400,000,000 Nickels

Coca Cola Once Was Mixed with a Kettle and a Ladle in the Kitchen of an Old Residence. Now Its Manufacture and Distribution Require One of the Greatest Commercial Chains in America

A SEARCH for perfection, begun in 1880, has resulted in the sale of 2,400,000,000 five-cent drinks of COCA COLA in one year.

Originated before modern chemistry was able to reproduce the tastes and colors that occur in nature by means of chemical compounds, COCA COLA still remains an old-fashioned beverage, composed entirely of natural products.

Atlanta, Georgia, was the scene of the labors of Dr. J. S. Pemberton, the originator of COCA COLA. As a contrast to the thirteen modern factories, equipped with every device for preserving the purity and wholesomeness of COCA

COLA, he worked with a kettle and a ladle in the kitchen of an old residence.

On the corner below the house was a drug store, equipped with a soda fountain, one of the three fountains in the city at that time, though the number has increased to 389 now. After mixing a new combination in his kettle, Dr. Pemberton would rush down to the little drug store, mix his syrup with carbonated water and taste the drink.

In 1886 he made his final trial, his sense of taste assured him that he had reached perfection, his beverage was ready for the market. An associate, F. M. Robinson, suggested the name COCA COLA, and that year 26 gallons were sold. This ends the first chapter of the romance, the period of discovery.

The second chapter in the story of COCA COLA must describe the solution of a problem peculiarly modern—distribution.

Though the taste was good, the product wholesome, its manufacture clean, and its results as a thirst-quencher excellent, there still remained the difficulty of spreading the beverage and the message from the old residence in Atlanta to every town and hamlet of the United States and Canada and to 29 foreign countries.

For this purpose the original Coca Cola Company was organized as a close corporation in 1892. The originator had died and the destiny of COCA COLA was left in the hands of business men, better equipped than he perhaps to effect distribution. There had been no predecessor to show them how to market a soft drink. No pioneer had blazed the trail. Their methods were of necessity original.

The Coca Cola Company was one of the first companies in America to catch the vision of advertising—a means of telling the world that you have a quality product—delicious and refreshing.

Beginning with an initial expenditure of \$46.00, the advertising appropriation has grown until at the end of 1924 more than forty million dollars had been spent advertising COCA COLA.

In response to demand, factories were built at Dallas and Chicago, then Los Angeles, New York, Cuba and Canada, until now 13 factories, 27 warehouses, 1,200 bottlers, 2,300 jobbers, 115,000 fountain dealers and 300,000 bottle dealers form the distribution chain of COCA COLA.

During the year 1919 the close corporation which was The Coca Cola Company was changed into a corporation composed of thousands of stockholders.

The direction of the vast COCA COLA business now rests in the hands of Robert W. Woodruff. Under his able guidance, the manufacturing process was perfected and a sales organization, commensurate with the advertising development, was built. No small job, this, to cover the United States, Canada and Cuba with the actual beverage, the message inviting each passerby to partake and the service to the retailer afforded by the monthly visits of our salesmen. This task required the genius of organization.

The search for perfection brought success. The 26 gallons have increased to 700,000 times that amount. The romance of discovery was followed by the intelligent application of modern business methods, and the result is 6,000,000 nickels a day spent for COCA COLA.

Possessing the first essential, quality product, confident in the ability of its leader, assured by the cumulative effect of 39 years of advertising and the knowledge of steadily increasing sales, The Coca Cola Company looks forward to the future, realizing that popular demand has made of its product an essential.



118 Years of Prestige and Progress

*The Name and Reputation of Colgate
& Co. Are Among the Best and Most Favor-
ably Known of American Enterprises.
Here Is the Story from Its Beginning.*

AN American Institution Selling Soap in Every Civilized
Country of the World—1925.

When a smiling grocer fills his customer's order for Octa-
gon Soap or Fab his cash register tingles merrily and the
grocer methodically goes on about his business. But behind
each sale of Colgate soap there is a story—a story that dates
back to the days before the Revolutionary War—a story of
hardships, struggles and difficulties which were finally over-
come by perseverance, honesty and skill.

On January 25, 1783, a fine baby boy entered the home
of Robert Colgate. This baby was christened William, and

in due time was to leave his mark on the Tablet of Time as the founder of the house of Colgate & Company.

In 1798 this same William, at the age of 15, was compelled to jump into the breach to help support his family, which in that year received a crushing blow in the loss by faulty title of their Harford County, Maryland, farm. This farm represented the family's life savings and the blow came as a bolt of lightning out of the blue sky.

To help his family recover, William secured employment with a Baltimore soapmaker. For two years he stuck to this Baltimore job, learning how to make soap, and we are told was industrious, faithful and highly efficient. Baltimore then, as it still is, was a delightful city in which to live and work, but William Colgate got a notion that New York would offer him a larger opportunity for advancement. So, at the age of 18, he boarded a stage coach for New York. On the morning following his arrival, he presented himself at the offices of John Slidell & Co., 50 Broadway, the largest tallow chandlers of the city, applied for a job, secured one and demonstrated that he was master of his trade.

Young men who are masters of every end of their business are merchants in embryo, and William was no exception. He would build a name, too, with which to conjure and so, in 1806, being then aged 23, struck out for himself. At No. 6 Dutch Street he rented a two-story brick building, in which he installed the necessary manufacturing equipment. Here he modestly began laying the foundation of a business, which for 118 years, from the small beginning there and then made, has been growing apace with the nation and with the fame, prestige and reputation of American industry.

On this first morning of his business career in the summer of 1806 he opened his modest little shop at seven in the morning. He waited anxiously all day for the first customer to arrive. Finally, toward what normally would have been closing time, an elderly gentleman entered, looked curiously around, examined the meagre display of soaps critically and bought a two-pound bar. Thus the beginning of Colgate & Co. and Colgate service.

In 1806, of course, the soap business bore slight resemblance to the great industry of today. For more than three-fourths of the soap used in those days was made at home.

William Colgate faced the problem of competing with the prejudice of the ages and the skill of each housewife as a soap-maker. To do this tactfully without hurting the pride of the ladies in their own talent required discretion, imagination and a keen understanding of human nature.



*Mr. William Colgate
Founder of Colgate & Co.*

Mr. Colgate faced his task with a will and started making soap by improved methods. He standardized its shape and began making toilet articles that every woman with refined taste and appreciation of merit would instantly sense as superior to the home-made varieties. And so the business grew.

To meet the continually expanding demand he had to enlarge his equipment substantially and soon built the world's biggest kettle, in which he could boil a 45,000-pound batch of soap. Today the Colgate factories have 25 giant kettles, ten with a capacity of 700,000 pounds each and one of them almost 1,000,000 pounds, for making their various soaps.

In 1910 the entire Colgate organization was moved from the original Dutch Street address to Jersey City, only show and sales rooms being retained in New York for the benefit of the trade. Today this Jersey City plant occupies several acres and branch plants have been established in Canada, France, and Jeffersonville, Ind.

Perfumes, toilet articles and soaps made by Colgate & Co. are sold in every civilized country of the world, and the name and reputation of Colgate & Co. today is all that William Colgate would have had it, a true reflection of the high ideals and ideas of its early founder.



From Lincolnshire to the Wide-World

What the Salads of the World Owe to the Mustard Fields of Lincolnshire and the Enterprise of Jeremiah Coleman

IN 1854 Jeremiah Colman purchased a small windmill not far from the mustard fields of Lincolnshire and the fens of England and began the milling and blending of mustard. This was the beginning of J. and J. Colman, Limited, now the largest mustard business in the world.

The business prospered and before the difficulties of transportation made it necessary to move to a more advantageous location. The city of Norwich, England, was selected because it was in the heart of the finest mustard-growing district in the world. Norwich is today the home of Colman's Mustard.

From manufacturing mustard for the small local markets the business continued to grow until Colman's was the leading

mustard in England. It was then exported first to New Zealand, Australia and South Africa, and later to Canada and the United States. Today Colman's Mustard is sold in every country in the world.

The Carrow Works of J. and J. Colman, Ltd., in Norwich is of tremendous size. The great factories occupy over 32 acres of land and employ well over 3,000 men and women. Four trainloads of Colman's Mustard leave the factories every working day.

The original Jeremiah Colman gradually took into partnership with him three nephews. The family has from the beginning always taken an active part in the direction of the business. Today six of the seven members of the Board of Directors are Colmans.

Not only have the Colmans been connected with the firm since it started but the families of the employees as well. Many of them come of families who have worked for the company for generations.

And for generations, too, the yeoman-farmers of the countryside in Lincolnshire have made mustard raising their life's concern. Today many of them who sell their seed to Colman's come of families who raised and sold Lincolnshire seed to the same firm 120 years ago. They take great pride in the fact that the mustard they raise is the finest in the world.

Colman's Mustard is the careful and scientific blending of the flour of yellow and black mustard seeds. They are first threshed and milled and then separated to remove the outer husks. The yellow and black flour is sifted separately and then accurately blended.

Mustard is very difficult to manufacture because the seed is very small and the flour contains an exceedingly high percentage of oil. It is particularly difficult to manufacture on a small scale because it is hard to keep the quality of the product uniform. Even though made in tremendous quantities, Colman's Mustard is constantly tested to insure its quality. The men who do this testing have had years of experience and are able to keep the mustard absolutely uniform in quality.

While Colman's Mustard is used in every country in the



*The Old Windmill Where, in 1804,
Jeremiah Colman First Made
Mustard*

world, the amounts consumed vary greatly in different countries. It is estimated that the per capita consumption of mustard in the United States is only one-twelfth of that in England and Australia.

The Colman advertising in the United States is now showing the American people how they may use mustard in more ways. The national advertising, on a larger scale than ever before, is featuring tempting salads and other dishes to which Colman's Mustard adds an enlivened flavor.

A comparatively few years ago J. and J. Colman introduced a mustard relish in England called Savora. It at once became popular there, and when taken to the leading countries of Europe there also soon became widely used. In France, especially, the chefs of all the prominent hotels and restaurants find it indispensable in the preparation of many of their famous dishes. Savora is today the favorite relish of the greatest European chefs. Everywhere, too, the familiar Savora bottle appears on the tables and restaurants for patrons to use.

Savora is rapidly developing a world-wide market, side by side with Colman's Mustard. The last link in the chain is the United States, where, even though very recently introduced, it already has become a popular dish.



Why “Rastus Grins”

His Smiling Face Bespeaks to All the World and His Family the Superior Excellence and Purity of One of the First and Best Breakfast Cereals, “Cream of Wheat”

IN Grand Forks, North Dakota, in 1895, there was a small flour milling concern called the North Dakota Milling Company. While they manufactured a high-grade flour, the business had not been unduly prosperous since the panic of 1893 and the officers were looking for means to increase their earning capacity. In this search they found that the product now universally known as “Cream of Wheat” made a very delicious breakfast cereal. Not only was it a delicious cereal, but they found it made delicious desserts, puddings, etc. And with all this, it had the wonderful properties of a high energy value combined with extreme ease of digestion. These properties made it especially valuable as a food for all the family—for infants, children and grownups alike.



*Mr. Emery Mapes
Cream of Wheat Company*

In view of this information on the product, the officers of the milling company felt they had the groundwork for a real business — and so Cream of Wheat was originated.

The first Cream of Wheat packages were cut by hand from cardboard. The first packing boxes were made from old lumber about the mill. For the label, Mr. Emery Mapes, an officer of the company and the man who afterward directed the advertising for the company, picked out a rough cut of a

negro's head, which he found among some old newspaper cuts in the office.

Fifty cases of thirty-six packages each comprised the first shipment of Cream of Wheat. This was consigned to the company's sales representatives in New York. The agents were requested to do their best to market this first lot. By noon of the day the shipment reached New York a wire order for an additional fifty cases was received by the company. By night an additional wire, ordering a car, was received.

The business soon outgrew the capacity of the mill in Grand Forks and the plant was moved to Minneapolis. Started in a small way in Minneapolis in 1897, the business rapidly outgrew first one and then another plant. Finally, in 1903, the company built its present plant in Minneapolis.

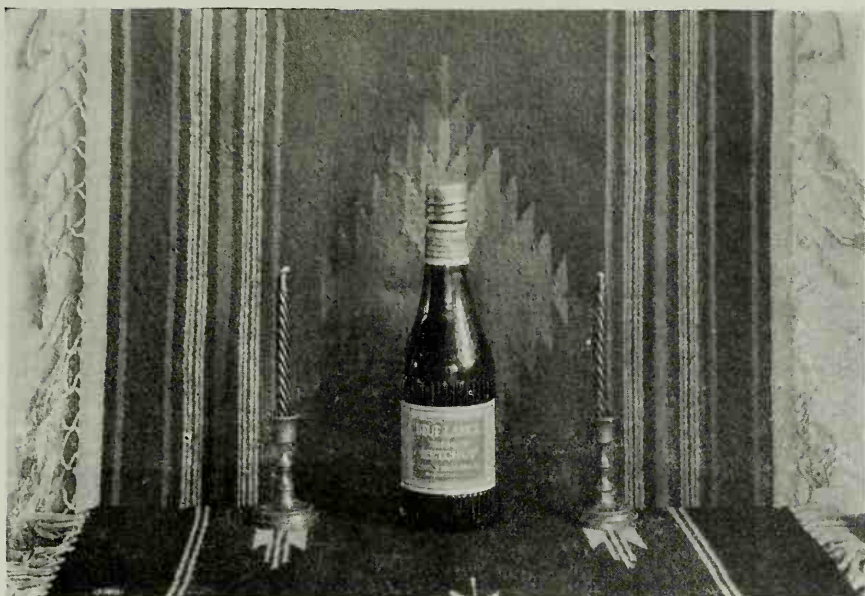
Mr. Mapes was not satisfied with his original negro cut for the Cream of Wheat package, and was on the lookout for a better figure. On one of his trips to Chicago he dropped into Kohlsaat's restaurant for a meal. His waiter was a genial, smiling negro, whose face attracted Mr. Mapes. An offer of \$5.00 for a photograph was readily accepted. The photograph was made, and that photograph has been the basis of all the Cream of Wheat chefs which have appeared since

then on the millions of Cream of Wheat packages and on the advertisements of the company down to the present time.

Originally, the packing was done by hand. Now this is all done by automatic machinery. The product is never touched by human hands from the time the raw material is delivered to the plant until it reaches the consumer's kitchen.

From a local distribution, through consistent advertising in the national magazines, the business of the company has grown to be world wide and "Cream of Wheat" to be a household word throughout English-speaking countries.

Always has there been the same careful selection of only the best hard wheat for the product; always the same painstaking determination to thoroughly purify and sterilize and pack Cream of Wheat, so that its quality can be depended upon by the housewife wherever she buys it. These efforts have been rewarded by an ever-increasing sale of Cream of Wheat and confidence in the product on the part of the consuming public.



80 Food Delicacies That Bear Blue Labels

The Blue Label Line Enables Us to Enjoy All the Year Round at a Reasonable Price Nearly All the Most Popular Products of Farm and Orchard

THE history of Curtice Brothers Company is an interesting phase of the story of the canning industry in the United States—an industry which, since its beginning in this country in 1855, has become an economic necessity, with an output last year of over one hundred million cases.

Curtice Brothers Company, with its well-known line of Blue Label Canned Foods, has enjoyed the patronage of the discriminating buying public since 1858.

The main plant is located at Rochester, N. Y., situated in the fertile Genesee Valley, which is recognized generally as producing fruits and vegetables of superior flavor and

quality. This has enabled the company to obtain not only the finest of raw materials but also to put them up in cans and jars the same day they leave the farms and orchards, which preserves to a remarkable degree the fresh flavor and tenderness. This policy has been strictly adhered to in locating the four other plants which make up the Blue Label organization.

The inception of the company is an interesting story. Originally, the two Curtice brothers and their mother ran a grocery store, and one day, through some combination of circumstances, found themselves with a big supply of fresh tomatoes which they could not sell and which at that time, with its absence of refrigeration facilities, promised to be a total loss.

The two Curtice boys, however, had become interested in the then new canning process, and after some experimentation, succeeded in putting up the tomatoes in glass jars. The product so took hold that the grocery business was soon superseded by a growing list of canned vegetables and fruits.

It is an interesting coincidence, too, that the tomato product with which the business was founded is at present in the form of Blue Label Ketchup, the most popular item of a line which now consists of over eighty varieties of canned vegetables, fruits, preserves, syrups and similar food delicacies which enable the consumer to enjoy, all year round at a reasonable cost, the products of the farm and orchard.

Since 1858 many changes and improvements have taken place, of course, in canning methods and equipment, but the original policy of maintaining uniform high quality and home-kitchen care in preparation remains the same.

Blue Label Canned Foods were among the first of the nationally advertised products, and throughout all these years have been kept before the public in magazines and other media.

The present organization is just as thoroughly sold on the importance of advertising, backed up by aggressive sales work, as it realizes that next to producing a quality product these are the two factors which have made Blue Label Foods well and favorably known throughout the United States and in foreign countries as well.



What Matters the Price of Salt?

*The Alberger Process of Making
Salt Costs More — but Food
Manufacturers and General
Public Alike Have Learned the
Worth-Whileness of Quality Salt*

THE story of the Diamond Crystal Salt Company is not the story of one man. It is, rather, the story of the hopes, the discouragements and the ultimate success of a group of men who were trying to do a commonplace thing uncommonly well.

Salt was manufactured in Michigan first by the lumbermen, who used slabs and sawdust for the fuel and cooperage necessary to evaporate the brine and contain the salt. Salt made in this way was impure and cheap, being a by-product.

In 1886 Mr. J. L. Alberger, of Buffalo, N. Y., interested

a number of St. Clair citizens in a new process of making salt. A company was formed and Alberger's process was put into operation. A small wooden building contained the entire equipment, which could produce only 75 barrels of salt a day.

Not until 10 years after its inception did the company become a paying proposition. Through those first 10 years it was engaged in a continuous struggle for existence.

It had been expected that the process invented by Alberger would be more economical. It was soon discovered, however, that it was more expensive than any other process of making salt. But it made a higher grade, purer salt, with an unusual flake grain, and on this fact the company decided to build.

The consumer had so long been accustomed to regard salt as "just salt" that he was slow to appreciate the advantages of these fundamental differences. But when the baker, butter-maker, meat packer and canner were shown, beyond all question, that high-grade salt improved their products they became interested.

But it was slow work. The usual discouragements attendant on new enterprises were working overtime. A disastrous fire destroyed the plant. The volume of orders coming in at that time, however, justified the directors in rebuilding. Panics and financial troubles came, were weathered and came again.

It took faith and pluck and perseverance on the part of the directors, but in the end they conquered. Today there are few places in the United States where Diamond Crystal and Shaker Salt are not well known. Many of the leading food manufacturers in the country are using Diamond Crystal to season their products. Its name has been spread by the consistent use of nearly every well-established form of advertising.

The little wooden building, with a capacity of 75 barrels of salt a day, has given place to a magnificent plant of brick, steel and cement, which can produce 4,500 barrels of high-grade salt every 24 hours, besides a vast tonnage of the

cheaper commercial grades. It stands today a splendid monument to the foresight and business acumen of the officers and directors who carried the company through its discouraging early years.

The plant of today is a very complete unit. It contains a cooper shop, which turns out all the barrels necessary to contain the salt. The moisture-proof Shaker cartons are also made in the plant to insure the high quality necessary to protect the salt. A corps of chemists is continually busy testing the brines and the salt to insure the consistent purity of Diamond Crystal.

As the business has grown the company has established branch offices throughout the country. At the present time a large corps of salesmen work out of St. Clair, Boston, New York, Chicago, Dallas, Atlanta, San Francisco, Toronto and Minneapolis.

It is a far cry from the little plant doing a small local business to the large organization that now has its representatives in every corner of this country and whose products are also used by people of foreign lands.



From Plantation to Cup

A Business Evolution of Over Three-Quarters of a Century That Has Brought About a Complete Service—for Buying, Roasting, Packaging and Distributing a Superior Coffee

THE business of the Dwinell-Wright Company began over three-quarters of a century ago. It was founded about 1845 by Mr. James F. Dwinell, who established a small coffee business on one of Boston's many crooked streets under the firm name of Dwinell & Company.

A policy of "The best and nothing but the best" was adopted and consistently maintained, a very difficult matter at that time, the now familiar sealed and trade-marked package not having been developed.

Mr. George C. Wright, the first President of the Dwinell-Wright Company was one of the pioneers of the business,—Mr. Dwinell and Mr. Hayward having started in separate companies a few years earlier,—about 1849. Afterwards they came together. Mr. Hayward retired in 1892, and on Mr.

Dwinell's death in 1898 a Massachusetts Corporation was formed under the title, Dwinell-Wright Company.

Boston has always been the home of the expert coffee tester and blender, and Mr. George C. Wright was looked to as being one of the most expert, being gifted with that sixth sense necessary in selecting and blending the various types of coffee berry so as to produce that elusive flavor and smoothness so eagerly sought in coffee, the worlds' most popular drink.

It was the custom at this time for the coffee buyer to purchase and judge his green coffee solely by the appearance of the berry. Mr. Wright first introduced an innovation in this hit-or-miss manner of buying by using an old-fashioned corn popper, with which he roasted a small sample of each lot of green coffee submitted for examination. At that time, this aroused a good deal of good-natured ridicule and banter, but today there are very few coffee merchants who do not test each lot of coffee by actually cupping and tasting a small sample of each lot submitted. The corn popper method would hardly be fast enough for the company's present requirements and has been partly superseded by a battery of six small roasters driven by a motor with small electrical grinding mills.

Three generations of Wrights, George C. Wright, the founder, George S. Wright, the present active President, and Warren M. Wright, a member of the Board of Directors, in an uninterrupted period of over seventy-five years, have developed the science of coffee selection and blending to an extremely high degree. Today the users of White House Coffee enjoy the benefits of this ripe experience.

Not only has the stability of the Company been assured by the personal and intensive application of the founders of the business, but such men as Holland, Miller, Crampton, Perry, Bacon, Dickerman, Shaw, Baker and Sale have grown up with and have been identified in the business for more than twenty-five years each. Their loyal and enthusiastic support has been a great factor in the success of the business.

In the early history of the Company, the two partners did all of the manual work of blending and roasting in addition to carrying the responsibility of business detail. Sales were

confined largely to local markets, for rapid distribution as we know it today was not thought of.

Development of the railroad, the telephone and telegraph broadened their field; they installed one of the first telephones used in this country, and in 1878 their name was listed among the sixty-seven printed in the first telephone directory ever issued. The daily output grew steadily in volume. Additional help was added, the partners then devoting all their time and energy to general management and finance.

The rapidly growing business taxed their ingenuity in seeking and devising new processes and methods where quality, if possible, could be improved upon and production speeded up to meet the rapidly growing demand.

About this time, it was determined to market their highest grade coffee in sealed packages. This was a radical move.

Introducing the package was a test of the firms' popularity and reputation, because it meant the purchase of coffee "sight unseen," the buyer having faith in the firm's policy of "The best and nothing but the best."

The type of package used was the best obtainable at that time, and though it has since been changed as mechanical ingenuity has made better packages possible, it is interesting that the familiar blue, white and gold label showing a picture of the White House has always been retained.

Success was instantaneous, and from this beginning the "White House" package grew more and more popular until today a force of over seventy salesmen serve more than twenty-five thousand dealers throughout the United States and Canada who sell "White House" brand with confidence, knowing that over three-quarters of a century of experience in the preparation of quality coffee is reflected in the Dwinell-Wright Company's "White House" trade-mark.

The popularity of the new package made larger quarters imperative. In 1904, a large modern building, equipped for the preparing and handling of coffee and tea exclusively, was erected at 311-319 Summer Street. In 1923, a five story spacious warehouse, 50 x 150, was erected close to the factory for general storage purposes. Every worth-while appliance and

device which would aid in the sanitary preparation of coffee and tea was installed, the finished plant being a model of its kind. Surely a history and achievement to be proud of.

The selection by the Dwinell-Wright Company of the double-sealed package was the result of the most careful investigation and tests, and machinery manufactured by the Pneumatic Scale Corporation, Ltd., was installed to make and fill the package automatically and inexpensively.

These machines operate in a manner "almost human". In fact, human fingers could not begin to follow the deft and rapid way each carton is picked from a stack by a long knife or finger, placing it on a block.

Small rollers then apply glue to the flaps that make the bottom of the carton, and automatic fingers fold them in place. Two thousand pounds pressure are applied to press the glued flaps together, making sure that a positively tight seal is made.

After the bottoms are sealed, the moisture-resisting bag is placed in the carton. The bag is made automatically, a piece of specially prepared paper the proper size being cut out from a large roll is formed round a block, then plunged into the carton.

Next comes the weighing and filling. Chutes carry the coffee from the floor above to weighing machines fitted with two hoppers, the lined carton passing under the first hopper which drops about three-quarters of the desired weight of coffee. The partly filled carton is then jiggled about, for all the world looking as though it were dancing with joy at receiving such a pleasant filling. At the second hopper just enough coffee is released into the carton to make exactly the weight required, no more, no less.

The filled package is now sealed at the top, the paper lining being folded in with the top flaps of the carton, to insure the double protective seal, and held in a series of moving belts to make sure the adhesive is set and the package tight.

No human hand has touched the coffee during the process. The entire operation of packing being wholly automatic insures White House Coffee reaching the consumer in a perfectly sanitary condition.



Of Excellence and Enthusiasm

Two Great Forces for Success That Have United to Promote Sales for Fels-Naptha. Here, Written by Doctor Goldbaum, is the Selling Message That Fels-Naptha Has Sent Ringing Across the Country

A GENERATION ago the women of America learned that a new product had been perfected to make their housework easier. A new kind of soap had been invented which was to mark the greatest advance in washing clothes and cleaning the home since lye and fats were first combined for cleansing.

This welcome household aid was the result of combining naphtha—that particularly useful dirt loosener—with splendid soap. Taking the name of its maker, in connection with its most distinctive feature, this product was called Fels-Naptha.

Women were quick to appreciate it. They found that where they formerly had to rub, rub, rub to get clothes clean, at the expense of their backs and their fabrics—Fels-Naptha did most of the work by gentle soaking. They saw that the naphtha made the dirt let go without harm to the most delicate fabric, and the soapy water promptly flushed the dirt away, leaving deep, sweet, wholesome cleanliness.

To its *extra* help is added convenience in using, for Fels-Naptha does its unusual work in water of any temperature. Women accustomed to boiling clothes can continue to do so, for with Fels-Naptha the clothes come clean quicker. They can use Fels-Naptha with cool or lukewarm water, and its *extra* help is plainly seen and felt.

Thus Fels-Naptha not only makes clothes clean thoroughly and safely, but it does the work easier and quicker. It gives *extra* washing and cleaning helps that women cannot get in any other form. It is absolutely unique—different from any other soap or any other form of soap. Why shouldn't Fels-Naptha give *extra* help?

Fels-Naptha is *more* than soap. It is more than soap naphtha. It is the Fels-Naptha combination of splendid soap and naphtha that enables the Golden Bar to give *extra* help to many a work-tired mother or homemaker.

Since Fels-Naptha first brought lighter work for housewives many soaps of one kind or another have come—and many of them have gone, but in all these years, with all the progress that has been made in household arts, millions of housewives throughout America know that nothing can take the place of Fels-Naptha.

This is particularly significant, when you consider the multitude of soaps and soap preparations on the market, each claiming their particular point of merit and clamoring continually for the patronage of the housewife.

Fels-Naptha's *extra* help is not confined to washing clothes. Wherever soap and water is used for cleaning in the home Fels-Naptha carries its *extra* help and makes the task of cleaning lighter—from brightening painted woodwork, cleaning bathtubs, taking spots from rugs and draperies to washing

dishes and bringing sunshine cleanliness into every corner of the home.

Always Fels-Naptha's *extra* help means safe, wholesome cleanliness—more easily and quickly obtained than with just soap in any form.

This *extra* help of Fels-Naptha is, therefore, the basis of appeal to soap users everywhere. It is the fundamental difference between Fels-Naptha and every other soap. It is Fels-Naptha's distinctive virtue.

There are other good soaps, of course—as far as they go. Fels-Naptha is splendid soap that goes farther—it successfully combines naphtha with it. Two useful dirt looseners working together hand-in-hand—instead of alone.

This is the ringing message that goes into the homes of America's homemakers every month through the Delineator-Designer and America's other leading magazines, telling the millions who do not know what the millions who know Fels-Naptha have already found out.

It is giving the housewife a definite reason for making a choice. It is sending the housewives of every community to their dealers to ask definitely for Fels-Naptha by name. It convinces them of Fels-Naptha's *extra* help and makes them determined to have it.



Behold—the Humble Yeast

*Of the Modest Little Package That
Has Leavened Billions of Loaves of
Bread for Millions of Housewives—
and Now Is Spreading a New
Message of Health to Americans*

IN 1866 a young man in Vienna named Charles Fleischmann received a letter from his sister in New York, inviting him to come across the ocean to see her married. Young Fleischmann probably didn't think twice before accepting that invitation, for hadn't all the young men heard about the wonders across the sea?

So, Charles Fleischmann came to America. He did not stay long this time; but he liked what he saw so much that he determined to come back—to a home this time, with all his goods and hopes.

Two years later, in 1868, Charles again saw friendly Manhattan. Destiny sent him on; he turned his face west-

ward, followed the old pioneer route down the Ohio and settled—very permanently—in the good town of Cincinnati.

Charles Fleischmann had an *idea*. An idea to base his life on. The pioneer spirit that is in all great business men was in him. He would not build railroads, he would not build banks—he would build yeast.

He knew bakers and baking—since childhood he had known them. And in Austria he had especially studied that essential ingredient of bread, the yeast. The bakers themselves made the yeast (or got it from the breweries)—in convenient liquid form—of variable strength—uncertain—unreliable.

Charles Fleischmann determined to make a much better yeast—of uniform freshness, quality and efficiency—in a new convenient form. He determined to cultivate the “wild” yeast strains, improve the little yeast plant by selection until it would be a universally recognized product of quality.

The years have shown how this young man succeeded.

In 1868 he made and sold the first cake of standardized fresh yeast used by an American baker. In 1870 he organized the Gaff-Fleischmann Company, which began operations at Riverside, near Cincinnati. It was an uphill fight at first. Crude hand presses were used. Cooling devices were absolutely unknown; temperatures could not be controlled. It was a far cry to the great testing laboratories, the immense batteries of vats and refrigerators, the big, swift machines of any one of the Fleischmann factories of today.

The first crude yeast plant burned down in 1871. When it was rebuilt cutting machines were installed and the yeast was wrapped in foil, in pound packages for the baker and in smaller cakes for the housewife. Growth was rapid from the beginning. Today there are eleven Fleischmann factories in the United States and Canada. The Peekskill plant is the largest—the largest yeast factory in the world.

In the early '80s Mr. Fleischmann took over the Gaff interests and changed the name of the firm to the Fleischmann Company. Charles Fleischmann died in 1897. In 1905 the Fleischmann Company was reorganized with Julius Fleisch-



*Mr. Joseph Wilshire, President
The Fleischmann Co.*

mann as president. Julius was succeeded at his death, in 1925, by Joseph Wilshire.

From almost the very beginning the Fleischmann Company has been active in advertising. At first much educational work was necessary. When Fleischmann's Yeast was first marketed, naturally the baker was satisfied with the "slop yeast" he had always used. So, all the way through, the Fleischmann Company determined to sell the idea of better bread. Baking laboratories were installed, ex-

perts employed; experimental work in breadmaking was begun. The Fleischmann Company finds it profitable to help the baker without stint.

The first advertising aimed at the consumer was the campaign at the Centennial Exposition in Philadelphia in 1876. Here were staged a number of practical baking demonstrations of Vienna bread and rolls. These were followed by an extensive house-to-house canvass to win the interest of the housewife. Women quickly saw that the new, clean, fresh yeast gave better results, and their demand, both for the yeast and the bread made with it, had much to do with putting the business on its firm basis.

Since this time the Fleischmann Company has been tireless in advocating better bread—and more bread. One of its most ambitious pieces of propaganda has been the familiar "Eat more bread" campaigns. Much helpful literature has been broadcast under Fleischmann auspices. And there is that interesting Fleischmann institution, the training school for bakers.

Perhaps the most striking phase of the Fleischmann business is one of recent development—for it is one that has struck the public imagination: Yeast-for-health. Of course, yeast

has been eaten for health for centuries. Physicians have long recognized its value. It is an old corrective for skin troubles. In Europe, especially, it was used also for constipation, stomach disorders and run-down condition. But it is only recently, following notable scientific discoveries and the consequent growth of general popular interest in right eating, that yeast has come into its own as a food.

It was only after the most careful preparation, after long experimentation by scientists and medical men that the Fleischmann Company ventured into the new field. But with a mass of data at hand and medical opinion friendly, it was decided to begin consumer advertising in newspapers and magazines in the spring of 1920. Yeast as a food for health was an overwhelming success from the beginning. Grateful users spread the news. It was this enthusiasm that facilitated the work. Now the experience of those who have eaten yeast is the basis for the advertising copy; the appeal is intensely human; the consumer tells his own story. The four familiar ailments which the product benefits are well-nigh universal; and Fleischmann's Yeast-for-Health has become a household word.

Much of the credit for the success of both Yeast for baking and Yeast-for-Health should go to the Fleischmann distributing service—to the 2,000 men who supply yeast to 300,000 grocers, 30,000 bakers and some thousands of soda fountains and cafeterias—the men whose devotion in time of crisis—storm or flood—has made Fleischmann *service* famous.

Two other products, Diamalt and Arkady, for the better quality of baker's bread, have been added to the Fleischmann line.

The place that Fleischmann's Yeast has made for itself in American life with the baker, the grocer, the housewife and more recently with the general public is a noteworthy tribute to the power of an idea followed out logically and to the rightness of progressive American business methods.



7,000 Co-Operating Fruit Growers

*More Than Half the Citrus Fruit
of Florida Is Marketed Through the
Florida Citrus Exchange, Which
Sells More Than \$50,000,000
Worth of Fruit Every Year*

THE history of the Florida Citrus Exchange is an interesting one, closely related to the development of the industry which the organization serves and intimately connected with the progress of central and south Florida.

Previous to the big freeze of 1895, Florida's citrus industry was chiefly centered in the northern tier of the counties which constitute the present citrus belt. Marion County was probably the largest producer of oranges at that time. Only a negligible quantity of grapefruit was grown.

In the season or two preceding the 1895 freeze, Florida's citrus production approached five million boxes annually. Marketing methods were of a haphazard and unscientific character. As the crop increased, returns to growers became less and less satisfactory. There was much talk of overproduction. Grove owners gradually became convinced that they must organize to provide a more orderly system of selling their output.

It was finally decided to form a selling agency that would be controlled by the growers. This was completed at a convention of 300 delegates, representing 3,000 growers, held at Orlando, April 24, 1894. The Florida Fruit and Vegetable Growers Association was the name chosen. Its headquarters were at Ocala, and the active executive officer was Myron E. Gillett. While not strictly cooperative in character, and somewhat crude in its methods judged by present-day standards, this organization was rapidly coming to the front when the freeze happened in 1895 and so reduced citrus production that for several years marketing problems ceased to trouble Florida growers.

Early in the present century production had begun to assume considerable proportions once more. The area of citrus production had been rapidly pushed southward. Grapefruit, as well as oranges, were beginning to be regarded as a commercial crop. Soon Florida's output in citrus reached such volume as to indicate five million boxes or more a year in a short time. Marketing methods had been but slightly improved and remained in a highly disorganized basis, affording growers little protection and failing to provide adequate means for the proper distribution of the increasing yields. The reviving citrus industry was threatened with dissolution, due to the fact it was getting on an unprofitable basis.

Meanwhile, California had entered the citrus field. Marketing difficulties had threatened the citrus industry of that State in a most serious manner. The more aggressive of the growers had got together and, taking their cue from the earlier effort in Florida, decided upon a cooperative organization. There were any number of ups and downs in the move-

ment, but finally it gained strength and out of it grew the California Fruit Growers Exchange, commonly regarded as the oldest of the seasoned cooperatives. It was the natural thing for Florida growers, confronted by a situation threatening the existence of their business, to look to California for inspiration and example.

Dr. F. W. Inman, of Florence Villa, Polk County, took the lead in the movement to organize Florida growers. Gathering about him a group of like-minded men, he consistently, insistently and persistently advocated the idea of cooperative marketing. Finally he persuaded several dozen of his associates to join him in a trip to California, where weeks were spent in study of the California Fruit Growers Exchange. Returning to Florida, Dr. Inman and his supporters formed the Florida Citrus Exchange, the charter and by-laws closely following the California model.

The Florida Citrus Exchange first got down to business in the shipping season of 1909-10. Dr. Inman had been elected president and M. E. Gillett general manager. A much larger crop of grapefruit and oranges than had ever been produced before had to be moved. The formative steps of the movement had taken more time than was anticipated, and the Florida Citrus Exchange was thrown into active operation really before it was able to perform. Climatic conditions of an abnormal character gave a crop of fruit that was difficult to handle. The net results of the first year's effort were far from pleasing to most growers, and many of them were immediately "off" the Exchange for the future.

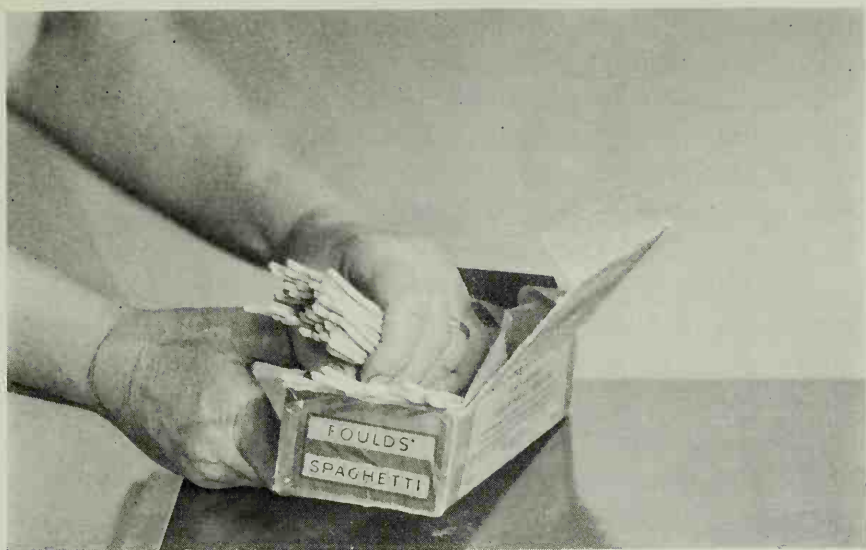
Disappointed, but not discouraged, Dr. Inman and most of the leaders of the movement stood by the ship. In the years that followed there were a number of changes made in the management at various times. During the ten years which Dr. J. H. Ross served as president and C. E. Stewart, Jr., as business manager, the Florida Citrus Exchange showed its best growth, increasing its volume from 25 to 35 per cent of the crop and building up a loyal membership.

During the summer of 1924 the Florida Citrus Exchange experienced another reorganization, adding a number of new

members to its ranks and increasing its crop holding to something just a little less than 50 per cent of the total Florida production. Dr. Ross retired as president on the anniversary of his eightieth birthday and was succeeded by L. C. Edwards, prominent grower, who still retains that office.

The membership of the Florida Citrus Exchange now numbers 7,000 cooperative growers, who own and control 123 associated packing houses in every section of Florida's citrus belt. Its headquarters are established at Tampa, from which it operates a well-organized sales department, with paid representatives in every leading citrus fruit market of the country to sell its trade-marked Sealdsweet and other brands of fruit. Its sales business averages nearly \$50,000,000 a year.

Florida now markets more than 20,000,000 boxes of citrus fruit a year, and the growers get better prices than they did fifteen years ago, when they produced but five million boxes. The Florida Citrus Exchange has scored many accomplishments in its work of stabilizing that State's fruit industry, though with Florida's production still increasing it still has plenty of work to do in that direction. That Florida growers appreciate the need for cooperative marketing is evidenced by the fact that they are joining the Florida Citrus Exchange in greater numbers each day.



The Fascinating Story of Foulds

*The Story of the Making and Marketing of
the Foulds' Line—Macaroni, Spaghetti,
Noodles, Vermicelli and Other Wheat
Products and the Famous Kitchen Bouquet*

THE Foulds Milling Company was organized in Cincinnati, Ohio, in 1884. The manufacture of macaroni products was started in 1890. The Foulds Milling Company was combined with the National Macaroni Company of Libertyville, Illinois, in 1905. The Foulds plant at Libertyville has been developed and extended until today it is one of the most modern macaroni factories in the United States.

Mr. F. W. Foulds, the founder of the Foulds' Brand, has often been called by those familiar with the macaroni situation the "Pioneer of the Industry," as it was through Mr. Foulds ability to foresee the possibilities offered in the American market for quality macaroni plus a sanitary package and

the wonderful health-giving qualities macaroni offer as a food that the Foulds' Brand became famous.

Back in the '80s macaroni was little known to the American housewife. It was principally manufactured and consumed by foreign trade, mostly of Italian origin. The products offered for American consumption were very questionable. Pure food laws were not effective and anyone buying macaroni or spaghetti was liable to get so-called "imported" goods at a high price, with a fancy label, whereas the goods, in many instances, were made in some small factory under most unsanitary conditions in one of our American cities.

These conditions were responsible for the rapid growth of the Foulds' Brand, which is packed in a sanitary package and advertised as an American food for American people, made under the most sanitary conditions. The advertising slogans first adopted were "Cleanly Made by Americans" and "Flavorful, Firm and Tender." Year after year, the sales of Foulds' have increased almost without interruption, the market being created through the merit of the goods, progressive merchandising policy and consumer advertising.

Perhaps no feature of the development of the Foulds' business was more important than the cooperation offered Mr. Foulds by the Department of Agriculture and the cooperation of the Northwest farmer in encouraging the growth of durum wheat, a hard spring wheat introduced into this country some years ago from southern Russia, particularly adapted for the manufacture of macaroni products. This company, for several years, offered a beautiful loving cup to the farmer who raised the best crop of durum wheat.

In 1923 the Foulds Company was formed by the consolidation of the following companies: The Foulds Milling Co., Chicago and Libertyville; Warner Macaroni Co., Syracuse, N. Y.; Woodcock Macaroni Co., Rochester, N. Y.; Palisade Manufacturing Co., manufacturers of Kitchen Bouquet, Hoboken, N. J., and just recently the acquisition of the Cone Company of America, making the well-known Havacone ice cream cone, which gives another product closely allied with the macaroni industry.

The merchandising position on Foulds' Brand has been continually strengthened. The national advertising campaign has been increased for 1925, and the feature will be color pages in the Delineator and Designer.

After a thorough investigation and research activities, a wonderful cooker has been developed and patented by The Foulds Company. It is a pure aluminum cooker, colander and self-strainer. This utensil is ideal for cooking Macaroni, Spaghetti and Egg Noodles and many vegetables; in fact, any food cooked in boiling water. It cooks without stirring, sticking or burning. When the housewife uses the Foulds' Cooker there need be no fear of scalded hands while draining hot water in which foods have been cooked. The inner vessel is just lifted and the water completely drains into the outer kettle. The Cooker is not on sale in stores, except by grocers in connection with Foulds' Macaroni Products. The value is \$3.75. The Foulds Company offers it for \$1.89 and a sales slip showing that four packages of Foulds' Macaroni Products have been purchased from a retail grocer.

The Foulds Company also publishes a cook book which gives many attractive recipes for their products. In addition to the regular lines of macaroni goods in packages, such as Long Macaroni, Elbow Macaroni, Spaghetti, Egg Noodles (Broad or Fine), Vermicelli and Alphabets, under the Foulds' Brand, Canned Spaghetti is also marketed under the brand name of Foulds' Ready-Cooked Spaghetti.

A special folder is also distributed to housewives in connection with Kitchen Bouquet. This product, which has been on the market for forty years, is a flavoring and coloring for soups, gravies and for use in connection with cooking meats, stews and various food combinations. It is used in hotels and restaurants as well as in the home. Kitchen Bouquet is advertised steadily in most of the leading women's magazines.

In the Foulds' factory every possible care is exercised to secure cleanliness and perfect sanitation. Our National Food Laws are observed in letter and in spirit and the precautions taken are in advance of any legal requirements.

Semolina, which is the Italian word for cream of wheat,

may vary considerably in its value as raw material from which macaroni is to be made. Realizing this, The Foulds Milling Company years ago gave up the idea of manufacturing their own semolina. It has been conclusively demonstrated that only those semolina mills that are of sufficient size to maintain a competent force of wheat testers and flour analysts are capable of furnishing a uniformly good semolina product throughout the year. These mills study the quality of wheat that has come from each source of supply and store the best wheat, so that throughout the period between wheat crops they are able to keep their semolina up to the high standard of quality demanded by such manufacturers as Foulds'.

The manufacturing process begins with a careful sifting of the semolina to insure absolute cleanliness of the raw material. The semolina is mixed with water and the dough is then dumped from the mixer into a kneader. At the end of the kneading period the dough is formed into macaroni and spaghetti. This is done by forcing the dough, under hydraulic pressure, through a cylinder with a flat circular bronze die or mold at the bottom of the cylinder.

In the process of the development of the Foulds' Products several methods of drying have been tried and discarded in favor of the Italian method of hanging the macaroni and spaghetti strands on sticks very similar to broom sticks in size and length. Some manufacturers pile the macaroni strands cut to package length on trays. This was formerly done in the Foulds plant, but the stick method of drying fits in better with the manufacture of high quality macaroni, because it is possible to dry the macaroni more uniformly and in straighter form.

Foulds' modern drying system, which takes forty-eight hours, has been determined by long experience. The relative humidity is properly regulated so that the air which fans over the product has a definite temperature and humidity which automatically changes as moisture is given up from the macaroni to the air. Twelve hours are allowed for the macaroni to cool, and it is then cut into proper lengths for packing in packages. Every package is carefully weighed

and the wrapping and sealing of the packages is done by automatic machinery.

The analysis of Foulds' Macaroni is as follows:

Moisture	Protein	Fat	Carbohydrates	Ash
10.3	13.4	.9	74.1	1.3

MOISTURE or water is present in all forms of food. It forms 60% of the weight of the body of the average man, being a component part of all tissues.

PROTEIN is familiar to us in the lean and gristle of meat, the white of eggs and the gluten of wheat. It forms about 18% by weight of the body of the average man. In its several combinations is the most important constituent of our food, as it makes the bone, muscle and other tissues.

FAT is chiefly found in animal foods, as meats, fish, butter, etc. It forms about 15% by weight of the body of an average man.

CARBOHYDRATES include such compounds as starch, different kinds of sugar, the fibre of plants and cellulose. It is found chiefly in vegetable foods, like cereal, grains and potatoes. It forms only a small portion of body tissue—less than 1%. Starches and sugars are important food ingredients, because they form an abundant source of energy and are easily digested. They may be, and often are, transformed into fat in the body.

ASH or MINERAL MATTER, while it yields little or no energy, is indispensable to the body and forms only 5% or 6% of the body. It is chiefly in the bones and teeth, but is present also in the other tissues and in solution in the various other fluids. When food or body material is burned or digested the mineral constituents remain as ash.

The above analysis will serve to illustrate very definitely the high food value of Foulds' Macaroni—made from durum wheat semolina, which produces a translucent and almost transparent product of a rich golden color that requires no artificial coloring in the manufacturing.



Sentinel of Clean Kitchens

Gilpin, Langdon & Company Began 80 Years Ago in the Wholesale Drug Business—But Today They Sell Their Great Insecticide, Black Flag, Through Jobbers All Across the Country

THREE years before this country was engaged in war with Mexico—in 1845—the firm of Gilpin, Langdon & Company had its beginning in a modest little building in Baltimore, Md. In those early days of crinolins and beavers, Bernard Gilpin, grandfather of D. N. Gilpin, founded the wholesale drug business of Gilpin, Bailey & Canby.

The story of Gilpin, Langdon & Company, manufacturers of Black Flag insecticides in powder and liquid forms, is a record of a firm adapting itself to meet business changes.

Primarily, the firm engaged in drug jobbing. Soon it

branched out, manufacturing pharmaceuticals and grinding crude vegetable drugs for percolation.

In this field Gilpin, Langdon & Company were pioneers. It had been customary, prior to that time, for the druggist's apprentice boy to spend his spare minutes laboriously crushing and beating drugs in a large mortar that was the symbol of every pharmacist. Realizing that changes were inevitable, Gilpin, Langdon & Company developed to meet them.

As every pharmacist knows, the same milling operations are not suited for all types of drugs; some kinds are more friable than others, some contain more resin and oil, some are hard and fibrous, while others are easily reduced.

To meet these varied conditions, special milling apparatus was constructed. So successful was Gilpin, Langdon & Company in each step that it took that soon its products were recognized as standard in nearly every pharmaceutical and medical school in the country.

It was during the experiments along these lines that Black Flag was produced. By a new method, chemists for Gilpin, Langdon succeeded in pulverizing insect flowers to a state never before obtained. In short, Pyrethrum—the base of Black Flag products—was rendered impalpable—so fine that it can be used to clog the tiny pores of insects. And as insects breathe through their pores, the result is certain and quick death.

About 1880 it was decided to market this powder on what was then considered an extensive scale. Two problems confronted the manufacturers, the first to find a proper container and the second to have assurance that the insecticidal qualities would not be destroyed with age or exposure. For that reason, glass bottles—a radical departure from the general loose handling—were used. In packing in bottles, Gilpin, Langdon realized they could guarantee Black Flag to reach the consumer in all its original strength.

The result was that Black Flag enjoyed an extensive sale, increasing each year. Other powders, such as Dalmation and Persian Insect, sold in bulk form, continued to lose favor, until today they are rarely heard of.

Prior to the introduction of Black Flag, several changes were made in the firm. Thomas Y. Canby retired in 1864, but the firm name was retained until 1886, at which time H. B. Gilpin and T. P. Langdon were admitted to partnership. Then the name became Gilpin, Langdon and Company. In 1900 Mr. Langdon retired. A year later the business was incorporated, with H. B. Gilpin as president.

Meanwhile, Black Flag sales increased so consistently that it was found advisable to separate the jobbing and manufacturing businesses. The former now operates distinctly, having no connection with Gilpin, Langdon & Company.

In 1912 Mr. D. N. Gilpin became active in the organization. The words "Insect Powder" were dropped from the name of the product, and extensive advertising campaigns were planned and executed.

But meantime certain changes were taking place in the retail drug business which affected the manufacturer. There was an ever-growing tendency on the part of pharmacists to save themselves labor and apparatus by purchasing mixtures, fluid extracts and syrups ready prepared.

Gilpin, Langdon & Company adjusted itself to this condition gradually. With the enactment of the national prohibition law, the drug business received its most telling blow. Governmental regulation surrounding the purchase and use of alcohol wrought decided changes in the business, each of which affected the manufacturer.

Gilpin, Langdon & Company accordingly discontinued the ground drug business in July, 1922. The elimination, however, brought increased ability to concentrate on Black Flag. In 1924 Liquid Black Flag was introduced and a special building and equipment built for its production.

Gilpin, Langdon & Company distributes its products through jobbers in the drug, grocery and hardware lines, not selling direct except to chain stores operating more than ten units. It maintains resident salesmen in the larger and more strategical cities of the country. Recently it extended its business into the Southwest and West Coast, with sales agents in Texas for the former and California for the latter.



The Busy Gold Dust Twins

*Of Two Little Lighteners of Toil
Who Have Spread Ease into Millions
of Kitchens—and of Fairy Soap,
Which Has Brightened Still Others*

IN 1868 Nathaniel K. Fairbank, the founder of N. K. Fairbank & Co., was interested in refining lard at Chicago. Later he manufactured lard compound and Cottolene.

Eighteen years later the company began to manufacture Gold Dust Washing Powder, which has steadily grown in popularity until today it is the best-known product of its kind in the world.

The original trade-mark design, showing two little negroes sitting in a tub of water, was intended for use on a laundry soap wrapper, but when the washing powder was placed on the market the design was associated with the name Gold

Dust. A little later on, the design was changed to the one now in use, showing the little fellows sitting on a pile of gold coins.

After about 20 years, the twins were put "into action" in much of the advertising, and their vigorous efforts and cunning antics doing cleaning stunts soon endeared these little chaps to the general public. And today the pair of radio artists known as the Gold Dust Twins, whose entertainment is broadcast every Tuesday evening from Station WEAf, are popularly referred to by radio fans as "Goldy" and "Dusty."

It may be of interest to note that when the advertising policy was changed to feature uses of Gold Dust, illustrated by utensils sparkling with cleanliness, sales steadily increased, and while the Twins are never omitted from any illustration they are now shown only incidentally.

Gold Dust may be considered practically a staple grocery item, and it doubtless has a distribution of as nearly 100% as any article in the trade. There is scarcely a hamlet in the country where Gold Dust cannot be found, and the claim of "more uses and more users than any other soap powder on earth" is fully justified.

The sale of Gold Dust is not confined to grocery stores alone, but to delicatessens, paint and hardware stores, etc., and large quantities are bought by mills and garages for the use of their workers for cleaning the grease and dirt from their hands. The first mission of Gold Dust is to dissolve grease, and it lightens housework all the year round, hence it has a steady demand, but spring cleaning time is the period of top sales. The slogan "Let the Gold Dust Twins Do Your Work" is probably known to more people than any other advertising slogan in the country.

A new Gold Dust product has been placed on the market in the past year—Gold Dust Scouring Powder. This was done in response to continued requests for Gold Dust in a shaker-top can. The company went a step further and added a scouring ingredient. This new "sudsy" Scouring Powder is "different" and is rapidly making and holding new friends.

Fairy Soap, also an old Fairbank brand, has been on the market for forty years, and here again the happy selection of a trade mark, the little Fairy girl sitting on a cake of soap, and the phrase, "Have You a Little Fairy in Your Home?" have helped to pave its way to popularity.

The high grade of ingredients—all of a quality known as "edible"—and the handy shape of the oval cake created a demand for this popular-priced soap which has grown substantially with the years. Here again, in response to numerous requests from those who preferred the generous oval cake for bath use but who wanted a smaller size for toilet use, a dainty new cake is now available for the washstand at the small price of five cents a cake.

Where, in former years, the business of the Fairbanks Company included both edible and soap products, when the company was reorganized, something over a year ago, under the new name—Gold Dust Corporation—the manufacture of salad and cooking oils and shortening was discontinued and efforts have been confined to soap products alone. Various brands of laundry soap also are manufactured for domestic and export trade.

The advertising appropriations of the company have always been substantial, and for many years they have been numbered among national advertisers, spending in the neighborhood of a million dollars a year.



From a Liking for Fish

*Because Slade Gorton Liked Fish, He
Started in Gloucester a Fish Business
That Today Furnishes a Full Line
of Sea Foods to All the United States*

IF it had not happened that Slade Gorton was unusually fond of the taste of fish one of the most interesting histories in American industry might never have been written.

Mr. Gorton was a cotton-mill man. For years he had been in charge of a mill in Rhode Island. In the year 1862 he moved to the New England seashore town of Rockport to take up a similar position.

Now, Rockport is close by the town of Gloucester, and Gloucester is, as you may know, America's oldest fishing port. It was settled in 1623 by a company that came from England especially to engage in the fishing industry, attracted by the abundance of cod and other fish in the waters around Cape Ann and other New England shores.

Because of his natural liking for fish, and because every-

body in and near Gloucester is interested in some measure in fishing, Slade Gorton, shortly after his arrival in Rockport, decided to take a modest try at the fish business. His beginning consisted in buying a few barrels at a time of salt mackerel and repacking them in small packages to sell to his friends back in Rhode Island. This work he did at home, in his cellar, after working hours.

His "flyer" in the fish business, such as it was, proved a success, so it is not surprising that Gorton soon decided to go at it on a larger scale. So he tried buying whole catches of mackerel on speculation, the mackerel market being more or less a fluctuating one. This gave him experience that proved both valuable and profitable. It proved so valuable, in fact, that, later on, about the year 1870, he decided to give up his work in the cotton mill and go into the fish business exclusively.

Codfish was, as it is now, the "staple" of the Gloucester trade. So Gorton organized a small company in Gloucester, in what is known as the Fort, to prepare and sell salt cod. It was so small that in the beginning its list of employees, besides Mr. Gorton, numbered exactly one.

But Gorton had the faculty of looking ahead. He saw that his market was distinctly at a distance from his source of supply, so after a while he began to employ salesmen to travel, at gradually increasing distances from Gloucester, to sell his product. And the business grew and grew, until, in the '80s, it had increased to considerable proportions, though it still was a small business in comparison with other Gloucester companies at that time. But it was a distinct beginning of a very successful enterprise.

As time went by, Mr. Gorton's two sons, Nat and Tom, entered the business. There was also another young man who, at the age of fifteen, started to work for the company as a fish skinner. Probably Tom Carroll never dreamed at that time that he might later become the head of the largest fisheries company in America.

When Slade Gorton died, in 1892, it was upon these three young men that the task of carrying on the business was left.

The Gorton boys were salesmen, and very good ones. Tom Carroll was what today we call an executive. Furthermore, he knew the fish-packing business. Under this new régime, the business received a tremendous impulse and increased tremendously in size within a few years.

It was about this time that the putting up of food products in attractive packages was first becoming popular. Observing this trend, these young men saw a future for fish products put up in attractive packages.

Up to that time, seventy-five to eighty per cent of the codfish shipped from Gloucester was what is known to the trade as "whole fish," namely, fish salted and dried but still containing the bones and with the skin left on. The balance of the fish shipped was a choicer grade from which the skins but not the bones had been removed. This grade was packed in boxes of forty to sixty pounds.

When the new Gorton organization decided to specialize on a package product, they decided, first of all, to send out an *absolutely boneless* codfish in home-size packages of one pound, the package to bear an attractive lithographed label and the fish to be of the highest grade obtainable. This idea developed into one of the greatest successes in the history of the fish business. But it didn't develop all at once. In fact, the first results weren't at all encouraging. The first order was for one box—twenty-four packages. And it was probably a year before the sales averaged higher than one box per day.

So new sales methods had to be developed, with the result that gradually a fair-sized distribution was reached. But as distribution increased the problem of helping the retailer make prompt disposal of the product became stronger.

The idea was basically a good one. The product was an unusually good one. But the public had not yet grasped the labor-saving idea that Gorton's boneless codfish in one-pound packages offered. Then it was that the idea of advertising first entered the situation.

After considerable planning and discussion, the company decided on an appropriation of \$2,000 for a year's advertising.

This advertising was to put over the labor-saving idea in Gorton's Codfish—No Bones. It was confined at the time largely to outdoor signs. Many of these original boards located along New England railway lines still tell the Gorton story to speeding travelers.

Everybody knows what happens when advertising that is basically right begins. The quality of the product becomes a thing to be guarded carefully and increased efficiency in salesmanship greatly developed. Under the direction at the factory of Thomas J. Carroll and on the road by the Gorton brothers, the business soon grew by leaps and bounds. The flavor, the convenience and the general excellence of Gorton's Codfish—No Bones began to be more and more widely known. And as its users increased and its good-will spread, Mr. Carroll realized what a valuable asset this list of friends constituted. So he began to originate other products to sell to this market, and so the family of Gorton's Fish Products began growing.

It is interesting to note how the working out of the convenience idea again produced an innovation as great as when the bulk of the demand was turned from whole codfish to semi-prepared codfish in home-size packages. In the fall of 1919, after many months of experimenting and general preparation, what is perhaps the last word in making the housewife's task easy appeared. It is Gorton's Ready-to-Fry Codfish Cakes, which have since become one of the most successful sellers in the grocery trade.

Gorton's Ready-to-Fry is a codfish cake that requires nothing but frying. It consists of codfish and potato, thoroughly cooked, the fish all picked, the potatoes mashed and the whole mixed and blended in just the right proportion to make a delicious fish cake, according to the good old New England recipe. There is absolutely nothing to do but shape into cakes and put them in the frying pan.

In the grocery trade today almost everyone knows the phenomenal success of this product. Its sales have increased tremendously, year by year, and it is one of the most celebrated repeat products in the grocery line.

With these two codfish successes building a large list of friendly users, it was easy for Mr. Carroll and his associates to establish other Gorton products. Among these are Gorton's Fish Flake, fish broken up into small pieces for convenient usage in croquettes, creamed fish, etc. Another popular development was Gorton's Salad Fish, prepared especially for salad use, a product that has in many homes replaced crab flakes in making salad. Another and more recent Gorton success is Haddock Chowder, a real New England fish chowder, ready to serve with the addition of milk and heat. Salt mackerel in cans is another popular Gorton product. Deep Sea Roe, Clam Chowder, in Manhattan style as well as New England style; Finnan Haddie in dainty glass jars, and many other specialties today round out a complete line of Gorton deep-sea products, which even includes delicacies packed specially for export markets, such as Gorton's Fiskeboller, the native style fish balls of Norway.

The Gorton line is not confined exclusively to food products either. Much of the valuable material which might otherwise be waste is converted into useful things. The codfish skins, for example, being converted into liquid glue, meeting the great need for an absolutely pure, dependable glue for household and professional purposes. Gorton's Liquid Glue is already making an excellent reputation for itself. Other of these useful by-products include fertilizer made from fish bones and waste.

The success of the original Gorton's Codfish—No Bones was not made over night, but so substantially sound was the product that when the power of advertising began to be really felt the business grew with amazing swiftness. More ships, more docking and drying facilities had to be added. And this continued at a greatly accelerating rate of speed, so that from being one of the smallest industries in Gloucester the company, before long, became the leading fishing company not only in Gloucester but in all New England. And it did not stop there, for today the Gorton Pew Fisheries Company, Limited, are America's leaders in the fishing industry.

Thomas J. Carroll, the boy who joined the company at fif-

teen and who rose through every department of the business until he became manager, is today the president of the company. It is to Mr. Carroll that the many steps of progress and innovation in the fish-packing industry may be attributed. It was he whose wisdom and experience steered the company through the stormy wartime period, the days when every big industry became a target, and the bigger the company the bigger the target.

During the last twenty-five years the fishing industry has seen great changes in its methods. As an example, the vessel equipment is interesting. Twenty-five years ago, a fishing boat of the best kind cost, ready for sea, perhaps \$12,000. Today the average cost of a boat of similar size would be \$45,000. Some Gorton boats are valued as high as \$56,000. This increase in cost is largely due to the increased cost of materials and labor. But perhaps the biggest item is the equipping of such vessels with engines.

Today every Gorton vessel is within a comparatively short distance of its home port—as far as *time* is concerned. For it is no longer at the mercy of the winds. A catch of fish can be brought in at the height of its freshness, instead of possibly having to be delayed by calm seas. The net result of this is increased catches and improved quality. And it is this improved—and *constantly improving*—quality of the Gorton products that has made Gorton a name famous for sea foods throughout the United States and even abroad.



A Heritage of Sixty Years

*A Tradition of Quality in Gulden Products
Has Been Handed Down Through a Single
Family Over the Span of Three Generations*

THE history of Gulden's Mustard is the story of a business which has been continuously in the hands of one family since its founding, many years ago. There has been a personal pride in maintaining a standard of quality and excellence which has not been confined merely to the commercial, dollar-and-cents viewpoint. Probably this has been the outstanding reason for the leadership in the mustard field which Gulden has held for more than half a century.

The business was established in 1864 by Mr. Charles Gulden. His son, Mr. Frank Gulden, is now at the head of the company. The Gulden plant has been located at the same place since 1883. At this location, 46-48-50-52 Elizabeth

Street, New York City, it occupies four entire buildings. Here you will find the latest machinery, giant tanks, store-rooms filled with hundreds of sacks of mustard seeds, hundreds of employees—everything needed to insure a product whose flavor and purity will never vary.

If any one word can sum up the impression that the Gulden factory makes upon a visitor it is "cleanliness." This is the keynote of the entire establishment. An innumerable quantity of mustard seeds are cleaned and ground. Raw materials are constantly being received—box after box of finished products is shipped. Hundreds of operations are necessary, employees go about their various tasks, etc. Yet it would be difficult to find a private home that could surpass the Gulden factory in its atmosphere and condition of cleanliness. One little fact illustrates this. Not a single week passes without the four buildings being thoroughly cleansed and washed from roof to cellar several times.

To persons unacquainted with its history, or the far-flung corners of the world whence its ingredients come, a bottle of mustard may be a commonplace object. But it has a romance and an interesting story. The little mustard seed is a veritable storehouse of benevolent properties. Unlike pepper, mustard does not irritate the stomach or intestines. On the contrary, the tongue and olfactory nerves react vigorously to it, and the stomach gives it welcome.

But, as is the case with a great many articles of food, there is a big difference in the quality of different grades or varieties of mustard seeds. So the greatest care is taken by the makers of Gulden's Mustard to obtain only the seeds which have the finest flavor. The seeds that go into Gulden's Mustard are carefully selected, coming from England, Italy and Southern California, where the cultivation of mustard seeds is given special attention and where soil and growing conditions are particularly favorable.

After the divers varieties of mustard seeds have been received at the Gulden factory, they are stored away in dry, airy warehouse floors, there to age and mature under the most favorable conditions. Before these seeds are used, they are thor-



Mr. Charles Gulden
Founder of Gulden's Mustard

oughly cleaned and sifted twice, so that every particle of dust and foreign matter is removed.

The various kinds of mustard seeds and spices are mixed according to the secret Gulden formula by expert blenders. Many of these blenders have been in the Gulden employ for a number of years and have great skill. The vinegar which is added to improve the flavor has been aged and mellowed for seven years. The mixture is ground to a smooth, velvety texture by a revolving stone.

In the last operation, on their way to the grocers' shelves, Gulden's Mustard passes through hard rubber pipes (not metal) to the filling machines and is placed in clean, sanitary bottles. The capping machine attaches the airtight caps. Endless belts then carry the finished product past white-clad girls, who place the bottles in the cartons. These cartons are conveyed also on endless belts to the shipping room, where they are sealed and made ready for transit. No detail, no matter how trivial, is overlooked; nothing is left undone to improve the flavor and insure the purity of the product.

A little more than a year ago a new member was added to the Gulden family. Gulden's Saladressing Mustard was introduced—a mild mustard made especially for delicate flavored foods and for persons who prefer a less pungent mustard. It has found a ready reception and is particularly popular in thousands of homes for use on salads. The reception which it was accorded is further evidence of the high regard that the name "Gulden's" possesses in American homes.



The Fame of 57

Heinz Products Have Made the Numerals 57 Among the Most Famous Combination of Digits in the World—Through the Combined Purity and Excellence of the Products and the Power of Advertising

IN 1869 H. J. Heinz planted a small plot in horseradish. With the assistance of two women and a boy, he grated and bottled the root. He tested the product with a critical tongue. He examined the package with a critical eye. He pronounced Heinz Horse-Radish the best that could be produced, and the first of the famous 57 Varieties of pure foods was placed on the market.

Two years later so many people had come to like the products of H. J. Heinz Company that the business was moved from Sharpsburg, where it began, to quarters in the central

part of Pittsburgh. But this section of the city did not provide adequate space for the rapidly growing business, and the main plant was moved to the north bank of the Allegheny River, within the corporate limits of Pittsburgh.

Death claimed the founder in 1919, but the fundamental principles he established still dominate the activities of H. J. Heinz Company in its international operations. Howard Heinz, a son of the founder, is now the directing head.

Today the main plant occupies a group of buildings with fifty acres of floor space. There are twenty-five branch factories in the United States, Canada, England and Spain.

The thought that led Mr. Heinz to raise the raw material for his first product still governs. As far as possible, Heinz Company owns and controls its products from the seed to the prepared food container. Tomatoes, pickles and other produce must be prepared and packed within a few hours after they leave the garden, to make the best and purest foods. Only ripe tomatoes are used and within twenty-four hours after they are picked from the vine they are converted into Ketchup, Chili Sauce and other products. Heinz gardens are located where the best raw materials grow, and in these districts factories are located.

Heinz factories, linked with Heinz gardens, dot the United States from coast to coast, reach up into Canada and over into England and Spain. The Spanish factory prepares the olives and olive oil from the harvest of Spain's best groves.

The company absorbs the product of 150,000 acres each year, and approximately 150,000 people are engaged in planting and harvesting the crops and preparing the food for the consumer.

With an international producing system, Heinz Company maintains a world-wide sales organization. It has seventy sales offices and warehouses, its salesmen travel the Occident and the Orient, and its representatives are active in every commercial center.

Heinz Company operates its own printing plant, bottle factory, can-making factory, box factory, tank factory, car-repair shop and freight and tank car lines.

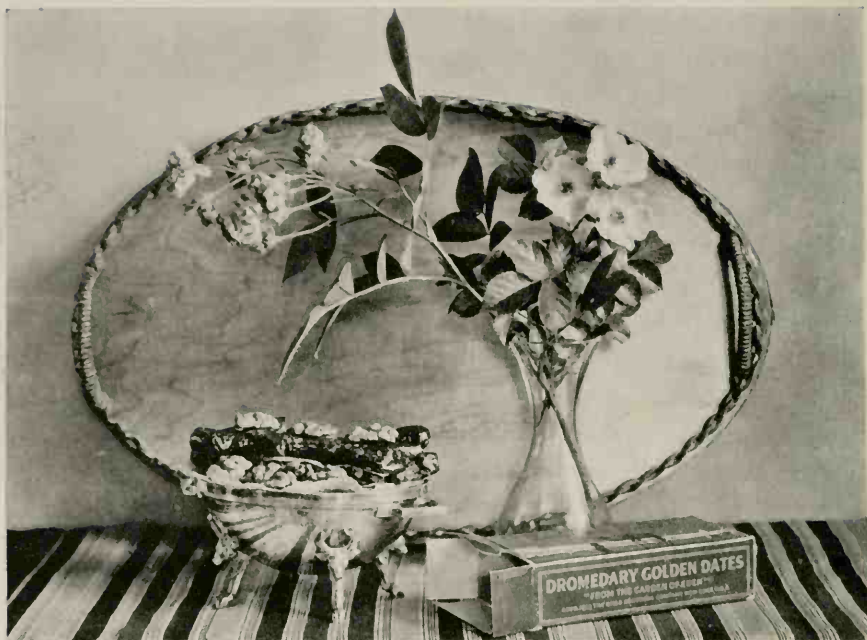
In the building of Heinz business there have been many outstanding incidents. One in which the public was vitally concerned was the company's battle for pure food laws. The first requirement in Heinz plants—even in the making of the first horseradish—has always been purity. The day came when the company took the lead in demanding laws which would protect the public from the use of preservatives, coloring matter and substitutes and adulterations in the preparation of foods. The founder stamped the first bottle of Heinz Horse-Radish as a pure food product of the highest quality, and since their origin the remainder of the 57 Varieties have been kept up to those standards.



*Mr. Howard Heinz, President
H. J. Heinz Company*

Heinz Company was a pioneer in welfare work, and its relations with its employees led to a celebration, a few months ago, of fifty-five years of mutual good-will and understanding. This celebration took place on the day the employees unveiled a memorial to the founder of the business. Primary consideration is given to the welfare of employees, for in Heinz organization heart-power is considered greater than man-power.

"From the gardens of the world to the tables of the world"—this is a brief description of the business that has been built up from the start in the little horseradish patch in Sharpsburg.



America Taps the Orient for Sweets

*Hills Brothers Have Brought the Date
and the Cocoanut to America and With
Their Advertising Enterprise Broadened
Their Market into the Millions*

ONE morning in the early fall of the year 1871 the doors of a small building on Fulton Street, New York City, were opened by a new tenant for the first time. To the older occupants of the district, and to the trade that came there to buy, he probably seemed far too young and too inexperienced for the highly speculative business in which he was setting forth. But that young man was John Hills and although he was only 24 years old and although business was in the process of readjustment after a long war and times were not easy for new ventures his business in foreign dried fruits, domestic lemons, oranges,

Spanish grapes, foreign nuts, peanuts, etc., began to grow.

John Hills was small of stature, had a sharp eye and quick step, was brimming with courage and never let an opportunity pass to earn an honest dollar. To the trade he soon became affectionately known as "The Little Boss." His friends loved him and his competitors both feared and admired him.

It is difficult to get a true picture of how business was done in those early days. Practically all imported goods were carried in sailing vessels; there was no cable communication with Europe; telephones and typewriters were unknown, and even railroad transportation was slow and uncertain. But Hills was a tireless worker and depended largely upon his own energies for success. During the '70s and '80s he developed the green fruit end of his business extensively, but with the development of the Florida and California orchards the demand for imported green fruits fell off and, in consequence, the dried fruit end of the business came forward.

In 1893 the corporation known as The Hills Brothers Company was organized by John Hills and his brother William. John Hills was its first president and continued in active control of the policies of the business until his death in 1902. The Hills Brothers Company, as a corporation, decided to manufacture at least a part of its own products, and in the spring of 1893 foundations were laid for the first factory building at Brooklyn, N. Y. That first factory structure was a crude, three-story affair, without elevators or power of any kind and only a few gas lights. The only means of getting anything in or out of the building was a hand windlass. Today this same site holds a great factory plant, thoroughly modern in every respect. The buildings contain about 300,000 square feet of floor space, and all machinery and equipment are of the most modern type. There is a cold-storage plant, power plants and laboratories devoted to chemical and bacteriological control, research and chemical engineering. There are rest rooms, dining rooms and dispensaries for the hundreds of employees.

Citron was the first product manufactured in the original plant, and in the course of a year large quantities of citron,



*Mr. Lucius R. Eastman, President
The Hills Brothers Co.*

lemon and orange peel were turned out. This business occupied the entire building and grew so rapidly that it was soon necessary to add two more stories to the building, two elevators and a boiler house.

About 1895 the packing of cleaned currants in cartons was undertaken, as the package business was then beginning in earnest. At this time, too, wrapped dates in one and two pound packages were added, but these simply were wrapped in paper and tied with a string.

Five years later the manufacture of cocoanut began, and as more floor space was needed another building was leased.

As the date business progressed it was decided in the '90s to establish a branch office at Basrah, Mesopotamia, so as to make it no longer necessary to depend upon London jobbers for supplies of dates. Mr. Frank H. White, the present vice-president of the company, went there for this purpose and started an organization for shipping direct to the United States, which is in effect today. Great was the excitement among the fruit trade of New York when that first direct steamer, laden with dates, steamed into the harbor. Now, every fall, large steamers are chartered by the company and dates are brought direct from Basrah to Brooklyn. Beit Hills, known in Mesopotamia as the House of Hills, on the Shatt-el-Arab, watches over the date interests of the company.

It was during this period, also, that arrangements were made to have the company's own representative in Smyrna to pack figs. Ever since then Aram Hamparzum has packed the best of the Smyrna fig crop under the now well-known Camel Brand. Along with these developments, the relations between the company and other foreign representatives have been continually fostered and firmly cemented. In Spain, Italy, France,

Greece, Brazil and the West Indian ports the growth of the company's purchasing power has been fully consistent with the progress made in home territory.

It was in 1900, also, that the business reached such proportions that a branch organization was established in Chicago to facilitate the distribution of goods to the great Middle Western territory. Two years later, when John Hills died, there followed a crisis that was to this business almost what the Civil War was to the United States. It was hit by a slough of general depression; there was an easing up in the enforcement of the established policies; uncertainties as to imports crept in and the entire structure was soon in a precarious state.

Then came a new period of the business covering such developments in both selling and manufacturing that the financial standing of the company reached a high mark in a short period of years. Mr. L. R. Eastman became president of the company. Mr. Eastman was a successful lawyer in Boston, who had married one of the daughters of John Hills and who had been urged by the largest stockholders in the company to come to its aid.

Improvements were gradually made, both in the manufacturing and selling of the products. The distinct advantages of package goods over bulk were more clearly realized and the decision to market carton dates under the Dromedary Brand by an aggressive advertising campaign were changes that called for new sales policies. In 1910 the first publicity campaign was launched and Dromedary was introduced to the world as a standard of business integrity and high quality, which, in those days of changing brands and price wars, was unusual. That year \$16,000 was spent in advertising and 12,000 cases of Dromedary Dates were sold. From that time on, the date end of the business has grown rapidly, with the volume still mounting higher year after year. In 1912 a branch office was opened in Pittsburgh, and it was about this time that a new specialty was added called Dromedary Coconut. The fact that package cocoanut entered an intensively competitive field made an entirely new problem of it. The cocoanut business was being generally conducted on the pre-

mium plan, with free deals of all kinds to dealers; but this accepted method of merchandising did not conform to The Hills Brothers Company's principles. Package cocoanut, therefore, was sold according to the same policies that had made package dates a success.

Succeeding years saw other branch offices established and three important additions to the specialty line. A method of slicing citron, lemon and orange peel was evolved and these products were placed on the market, sliced and candied, in convenient-sized packages, with the consequent elimination of shrinkage, waste and unnecessary handling. Smyrna Figs, made deliciously tender by processing in a light syrup, were offered to the public in cans. Then came an interest in the potentialities of the canned grapefruit industry, which resulted in the organization of The Hills Brothers Company of Florida, operating a modern packing plant at Clearwater, Florida, where great progress has been made in canning the nation's breakfast fruit.

An interesting development in the company policy in recent years has been the establishment of a personnel department under the direction of an assistant factory superintendent. The management felt for many years that a study of human relations is as important to the growth of an industrial organization as the study of factory processes. To this end an exhaustive study has been made of all factors entering into the relations of employees with the company, in the hope that such a study would reveal those ways by which each employee might be helped to grow and prosper in its service. A well-knit production unit has resulted, with perhaps a higher level of individual efficiency and well-being than is common in this country today.

The entire organization is imbued with a spirit of service obligation to the consuming public. It seriously assumes its share of the responsibilities of solving the problem of the excessive cost of distribution, and is constantly studying and experimenting with distributive processes.



From Sweet Fern, Sassafras and Teaberries

The Origin of the Famous Hires Root-Beer Was a Farmer's Wife's Mixture of Roots, Barks, Herbs and Berries for Which Charles E. Hires Developed in 1922 a Market of 700,000,000 Glasses

IN December, 1869, after serving an apprenticeship and clerkship in a retail drug store for six years, Charles E. Hires established this business when he opened a retail drug store at Sixth and Spruce Streets, Philadelphia, Pa. He had studied at the Philadelphia College of Pharmacy and the Jefferson Hospital and had made a special study of the medicinal and food value of roots, barks, plants, herbs, etc. He soon began to put up various flavoring extracts, which he sold to other druggists through wholesale drug houses, and this took him out of the retail drug line into the manufacturing business. While vacationing on a New Jersey farm, the farmer's wife

served a drink which she made from sweet fern, sassafras and teaberries, gathered locally. This he liked so much that on returning to his store after his vacation he made many experiments with various mixtures of roots, barks, herbs and berries in order to make as well-balanced and healthful a mixture as possible and at the same time one that would please the taste. He also consulted several physicians and food specialists. When he was satisfied that he had found the combination of roots, barks, etc., that would make both a healthful and pleasing drink he decided to pack and market his product under the name of Hires rootbeer. Originally, this was put up in a small yellow package of the ground-up roots, barks, herbs and berries which sold to the consumer for 25 cents. It was necessary then for the housewife to steep these ground-up roots, barks, herbs and berries in boiling water in order to make rootbeer. Within a few years, however, Mr. Hires realized that there would be a much larger sale for his product if the housewife could be saved the work of boiling and straining, so this part of the process he decided to do in his own factory. Thereafter, the buyer had the choice of buying the yellow package of roots, barks, herbs and berries or a three-ounce bottle of the juices of the same materials. The product was packed in both "dry" and liquid form until recent years.

In first making rootbeer extract Mr. Hires had in mind a product for household use, to be made up with yeast and sugar and so carbonated. Later, when soda fountains became more and more common, a special solution was put up in pint bottles for soda fountain use. There soon developed a demand for a finished, ready-to-use fountain syrup to be served in places where the proprietor did not have time or equipment to make up his own syrup from the solution. In 1904 we decided to pack a finished, ready-to-use fountain syrup. With this new product, thousands of new customers were made, such as cigar stores, pool rooms, parks, 5 and 10 cent stores, etc.

In 1877 Mr. Hires started to advertise his product in the Philadelphia newspapers, using five-line, single-column advertisements. Hangers were put up in the stores. During the '80s he had used larger space in the newspapers, and on several

occasions had taken full-page advertisements, but these advertisements did not break the regular newspaper columns but consisted of closely typed reading matter. In 1889 he persuaded Mr. Childs, the editor of the Ledger, to break the columns of his newspaper for a full-page advertisement. This was the first full-page advertisement that appeared in the Philadelphia Public Ledger, as it had always been the custom not to break columns. The effect on a public, used to advertisements for the most part in the form of small printed notices, was sensational. Later in the '80s newspapers in other cities were used and also a number of women's magazines and farm papers. Supplementing this general publicity, window displays, hangers, stickers and such novelties as whistles, pencils, etc., were used. Nearly every year has seen an increase in the advertising appropriation, and from a sale the first year of 115,200 glasses of rootbeer Mr. Hires has seen his business grow to a sale of about 700,000,000 glasses in 1922.

When Mr. Hires gave up his retail drug store to become a manufacturer he had very definite ideals up to which he resolved to live and conduct his business, with a sure faith that high ideals and hard work would bring success, and a success that would not just mean wealth but that much finer and worthwhile success which brings with it the joy and satisfaction of a clear conscience and honorable service. He resolved, therefore, that everything that he made should be as well made as he knew how to make it and that everything that he did should be as well done as he knew how to do it. He made candy, he made soap, and he made other things, and each was made of the finest materials that he could buy. When he decided to make a beverage he went to the greatest pains to make sure that it should be the purest and most wholesome product possible. This required expensive material, but he did not stop at expense, because he was sure that eventually the best would win recognition. In his beverages he never used chemicals or artificial flavoring oils or artificial sweetening, never anything but the finest roots, barks, herbs and berries and pure cane sugar, and as his product was in the beginning so it is today--the best that science and money can make it.



As in a Crystal Ball —

*The Crystal Gazer Looking into the
Translucent Depths of a Dish of
“America’s Most Famous Dessert”
Might See the Natives of Five Conti-
nents Striving for His Pleasure*

It was Mr. Orator F. Woodward, of Le Roy, New York, who, in 1896, conceived the idea that there was a field for ready prepared gelatine desserts. Mr. Woodward developed his idea by manufacturing, through simple methods at first, a jelly powder that could easily be used by the housewife, and one which was reasonable enough in price to be within the reach of all classes. This product, which at first was marketed locally and which has since become one of America’s leading food products, was given the name of Jell-O.

While Jell-O had its origin in a kitchen of Western New York State, it appears that Peter Cooper carried on somewhat similar experiments as early as 1845. In that year, indeed, he filed specifications in the United States Patent Office for “making a transparent concentrated or solidified jelly, containing all the ingredients fitting it for table use in a portable

form and requiring only the addition of a prescribed quantity of hot water to dissolve it, when it may be poured into glasses or molds and when cold will be fit for use."

And so, if you have grown to take as a matter of course this dessert that has become common to so many tables, you may be surprised to know that no less a figure than Peter Cooper, inventor, philanthropist, founder of Cooper Union, constructor of the first steam locomotive in America, the man who helped lay the first Atlantic cable and who was a candidate for the Presidency of the United States, devoted considerable of his time and inventive effort to the kind of food product that was destined, years afterward, to reach its final development in Jell-O.

The prime object of Mr. Woodward and his associates has always been to produce a product of high quality, regardless of the cost of manufacture. Nothing has ever been spared in making Jell-O 100% quality. The materials used in the manufacture of Jell-O are carefully selected and come from chosen markets in every corner of the world.

The next time you find a mold of Jell-O on your table, if you will peer into its transparent depths like a crystal gazer you may see this well-known dessert in a new and romantic light. If you will look intently, you will discover hordes of brown-skinned, tropical natives, cultivating, cutting and refining sugar cane under the pleasant tropical sun, and a great white fleet of ships coming up through the Caribbean Sea and up through the Atlantic Ocean, bearing the tons of sugar that go into Jell-O.

Looking closer, you will discover miles of French vineyards, with ruddy-faced, sabot-shod peasants working with pruning knives and baskets in the fields that produce the tartaric acid that gives its tang to Jell-O. You will observe Sicily's sun-drenched orange and lemon groves, Brazil's chocolate lands, and America's incomparable raspberry patches, strawberry fields and cherry orchards all contribute their share to the natural fruit flavors that permeate this wholesome dessert. You will see the sails and funnels along French, Dutch and British seacoasts of ships bringing the gelatine to which

Jell-O owes its ability to assume, quickly and appetizingly, any shape or mold that your fancy may prefer. And you will see the curious oxcarts of Canary and Cape Verde, and caravans crossing India, bearing rare raw materials that impart the brilliant, edible coloring to the dessert that holds the appetite of many millions.

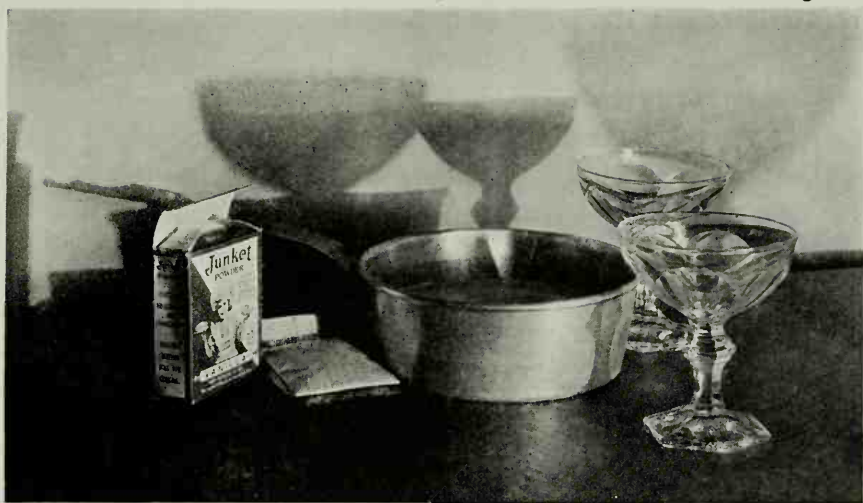
During the comparatively short period of 28 years, the Jell-O Company, Inc., has grown from an infant institution to an international organization. It has gradually progressed from the tiny kitchen to a world industry.

The demand for the product, which at first was supplied by hand-made and old-fashioned methods, has grown by leaps and bounds, until today as many as 54,000 dozen packages of Jell-O are often sent from Jell-O's clean and sanitary home in a single day. Last year more than 100,000,000 packages of Jell-O were eaten in the United States.

Unlike most of the household products that have attained a widespread popular acceptance, Jell-O, which has been consistently advertised as "America's Most Famous Dessert," has not gained its popularity as a result of the application of the usual merchandising pressure that musters large numbers of dealers and through its dealers forces its goods upon the consumer. In the case of Jell-O it has been the other way round. The merits of Jell-O have been advertised direct to the consumer and the consumer has demanded it from the retailer. There has never been a dealers' convention at the Jell-O plant.

A salesman was recently sent to the State of Montana. He was the first Jell-O representative who had ever been in Montana, and he found to his surprise that 98% of the grocery stores of the State already had the product on their shelves due solely to popular demand. More than 90% of all the grocery stores in America handle Jell-O.

There is something festive looking about Jell-O on the table. It carries into the poorest homes the beguiling appetite appeal of not only a quickly prepared, nutritious dessert for the whole family at a low cost of a few cents, but it contributes with its beauty of form and beauty of color, something which hardly any other dessert can offer.



“Sweet Are the Uses of” —Junket

*Memorialized in English Literature
Through the Centuries, Junket Found Its
Way in a Brief Few Years from Obscurity
into the High Favor of Millions of Americans*

THIRTY-FIVE years ago “Junket” was an almost unknown word in this country. Some of us remember how our mothers prepared “Curds and Whey” or “Slip” from new milk with a piece of calf’s stomach carefully preserved for the purpose. This was especially done in English settlements, for in Europe the dish is still hardly known outside of England where “Devonshire Junket” has long been relished as an exquisite delicacy. There we find it also mentioned by Spenser:

*“And beare with you both wine and
“Juncates” fit and bid him eat.”*

By Milton:

*“With stories told of many a feat
How faery Mab the Junkets eat.”*

While later Sir Walter Besant says:

*"She made him stand by and help make a
Junket which Devonshire people believe
cannot be made outside of Dartmoor."*

Parties would make excursions or picnics from London to Devonshire to enjoy their "Curds and Whey" with clotted cream heaped on top of the coagulated milk. "A Junketing Trip" is a well known expression, yet few people know its origin. When the good old Londoners went out on these periodical picnics away from home they were apt to indulge in something stronger than "Curds and Whey" and the word "Junket," therefore, acquired a rather disreputable meaning. However, as it is not necessary in these days for any of us to leave our homes to obtain this delicacy, "Junket" comes back with a high character and is fast becoming a household word.

About 1890 Chr. Hansen's Laboratory brought Junket Tablets on the market in which the rennet ferment was offered absolutely pure, in a definite quantity of known strength. The foundation for junket as a general food was thereby laid and a few years later the literature of domestic economy was enriched by new recipes for junket, carefully formulated and tested by such well known authorities as Sarah Tyson Rorer, Janet McKenzie Hill, Mary J. Lincoln, Cornelia C. Bedford and Miss Emma H. Crane.

Junket was soon recognized as an important dessert which, on account of its simplicity, delicacy, and undisputed qualities as a perfect healthfood, deserved a prominent place on the table of every household as well as in practical dietetics.

MILK, containing all the nutrients necessary for the sustenance of life, and being the one food generally resorted to in almost all cases of weak digestion, can, if prepared with the Junket Tablets, be given in a form which makes it an *ideal healthfood*.

One Junket Tablet dissolved in a tablespoonful of cold water and added to a pint of lukewarm milk, which has been sweetened and flavored to taste, in ten to fifteen minutes makes a dainty pudding, as if by magic, converting the milk into a smooth, delicate custard, the most palatable and easily di-

gested form in which it can be taken by children, invalids, or anyone. As soon as the milk is firmly congealed, it is set to cool until it is to be served.

By using different flavors in junket, whipped cream, chocolate, a bit of fruit, a great variety of delicious desserts is afforded to please the most fastidious appetite.

Junket Powder is the newest form of Junket, prepared in six natural flavors and sweetened, for making delicious desserts in a jiffy.

A popular use of Junket Tablets or Powder today is for making junket ice cream which, it has been proven, for smoothness, delicacy, and especially in regard to digestibility, surpasses anything of the kind ever known.

Eaten with a spoon in the form of junket, being gradually mixed with saliva, milk is much more perfectly acted upon by the digestive ferments than if swallowed by the glassful, when it is apt to form into one large lump of curd in the stomach, which is not readily penetrated by the digestive juices and may easily cause trouble in the intestines.

Thus everything that can be said of milk as a food means more when it's used with Junket. This gives you milk in its perfect form, especially good for growing children.

The Junket Folks have their main factory at Little Falls, N. Y. and a Canadian factory at Toronto. They manufacture Junket Tablets and Junket Powder which are used everywhere on the American Continent as well as in Porto Rico, Philippines, Cuba, Mexico, and, in fact, all over the world.

Branch Offices at Philadelphia and Milwaukee and agencies in all large cities distribute the Junket Products through wholesale grocers and druggists.

A model kitchen is maintained at the Laboratory where recipes are tested and new uses are found for making junket a real help for our busy American housekeepers.

A domestic science department is in constant communication with all domestic science teachers at schools and colleges all over the land.

Junket Desserts are becoming more popular every year as shown by the steady increase in the sale of Junket Products.



On the Shelves of 250,000 American Grocery Stores

In 1891 Charles B. Knox, with Savings of \$5,000 and Some Borrowed Capital, Launched a Business at Johnstown, N. Y., That Today, Under the Management of His Widow, Is One of America's Most Romantic Businesses

SOME forty years ago, there lived in New York a young salesman by the name of Charles B. Knox. He had the very firmly fixed idea that a wife should be her husband's business partner, so when he married the girl he loved he put his theories into practice from the start.

Mr. Knox's salary was very modest at the time of his marriage (he had only \$11.00 left after paying the officiating minister) but it was raised very rapidly, so that in 1891, when he had the opportunity to go into the gelatine business, he had saved \$5,000.00. With this and some borrowed capital, he and

Mrs. Knox started the business in Johnstown, New York, where the present gelatine plant is now located. Mr. Knox hadn't enough money to go on the road for gelatine alone, so he sold gloves on commission as a side line until the gelatine business was well on the road to success.

Charles B. Knox was a great believer in the power of advertising, and he was one of the country's pioneers in the matter of original publicity to attract attention to his products. As soon as he had sufficient distribution, he began in a small way to advertise Knox Sparkling Gelatine. His first appropriation was less than \$100, and for the first few years the amounts were not a great deal larger, but his methods were so unique that the drawing power of his advertisements was out of all proportion to his expenditures. And from that day to the present one, Knox Sparkling Gelatine has appeared conspicuously and consistently in all the leading magazines of the country.

In 1908 Mr. Knox died, and Mrs. Knox had to decide on one of three courses—that of having a manager run the business for her; of selling the business, or of running it herself. She decided that she would take it over herself and, although she knew practically nothing about the actual details of the business, she *did* know the housewife's point of view and she *did* know her own product.

The business problems mastered, she turned her attention to creating new recipes and finding new and delicious ways to use Knox Sparkling Gelatine. All sorts of the most delectable and tempting desserts and salads she concocted, and soups and meats, and candies and gravies and countless other dishes were made with Knox Sparkling Gelatine. Mrs. Knox has never been willing to pack her gelatine ready-sweetened or artificially flavored, because in its present form it combines so perfectly with all foods.

Several years ago, Mrs. Knox decided that, while large quantities of gelatine were being used, neither physicians nor dietitians knew much about its real health value. From her intimate knowledge of its elements, Mrs. Knox was certain that her gelatine had very great health properties. Accordingly, she instituted a most thorough scientific research which

extended over a period of two years at one of the country's great medical colleges. The results were so remarkable that a fellowship was established at the Mellon Institute, University of Pittsburgh, where so many other remarkable experiments have been made.

In addition to discovering that gelatine dishes are highly beneficial in the dietary of patients suffering from tuberculosis, nephritis, gastritis, obesity, malnutrition, high blood-pressure, diabetes, fevers, rickets, scurvy and stomach disorders (a discovery of which physicians and hospitals are now making daily use), Dr. T. B. Downey, of the Mellon Institute, found something that has practically revolutionized the problems of infant feeding. Dr. Downey found that 1% of pure, unflavored, unsweetened gelatine added to milk would largely prevent curd formation in the stomach, thus rendering the milk digestible and increasing the obtainable nourishment by about 23%. This discovery has made milk possible of digestion by even the most delicate stomachs and has been of untold benefit to infants, children and adults.

The executive genius of Mrs. Knox which has guided the business since the death of Mr. Knox has made of it one of the country's notable industries. She designed and built the present plant in Johnstown, N. Y., which so fastidiously packs the pure gelatine received from the producing plant at Camden, N. J., where Knox Sparkling Gelatine is manufactured by automatic processes. Every known sanitary regulation is in effect, and the most rigid inspection throughout the plant and at all times insures the constant maintenance of its high standards of purity and excellence.

Over a quarter of a million stores in the United States alone handle Knox Sparkling Gelatine, and shipments are made regularly to England, Japan, Australia, India, South and Central America. With the recent scientific discoveries of the value of a plain, unflavored, unsweetened gelatine like Knox, and with the renewed interest in the proper foods for adults, as well as for children, Mrs. Knox is doubtless justified in her belief that the gelatine business is as yet only in its infancy.



Cheese in Tins and Foils

*A Cheese Without Rind or Waste,
Blended to Uniformity of Quality and
Flavor, That Has Jumped to Speedy
Favor with the American Public*

NOT so many years ago, less than 25, a retail grocery clerk, in the city of Buffalo, was cutting off a chunk of cheese on the old cheese-block for one of the store's customers. And again, as on previous occasions, he was forcibly reminded of the unsanitary condition of this delicate food product as it lay there, exposed to dust and flies and other marketing abuses. The clerk's name was J. L. Kraft. And as he worked he thought, and one day conceived the idea of putting up cheese in a sanitary package—not only to protect the cheese but also to eliminate the great waste and loss from cheese rinds, crumbling and “free lunchers.”

And it was with that idea and a far-reaching vision that this man set out with a tenacity of purpose and an appreciation of the necessity of, and profit in, giving the public what

it wanted in the way of cheese—a clean, wholesome product.

Soon after, with what little capital he was able to gather, Mr. Kraft had placed package cheese on the Buffalo market. Believing there were greater possibilities for a start and for success in the city of Chicago, he determined to personally introduce the sale of this package cheese to the Chicago market. Failing to get much encouragement, and less capital, from those about him, he set out entirely on "his own," and arrived in Chicago in 1904 with but \$65.00 in his pocket. He had little capital, but a big determination to get into the cheese business and work to the top. He secured a one-horse wagon and built up a cheese route, going from store to store, peddling his ware. Out of the profits or credit he managed to buy a second horse and wagon, but one horse died and one wagon was completely demolished in a crash. When he figured up his balance sheet at the end of the first year's operations he found himself \$3,000 in debt.

But he was not discouraged. He sought to analyze the causes of his failure and profit by his mistakes. With careful handling, hard work and a fixity of purpose, he gradually brought his business to a profitable basis, associating with him two of his brothers. Soft package cheese for the Chicago market was then his specialty.

In 1909 the business was incorporated, and from that time on the company had a steady growth, opening up branches in Kansas City and Minneapolis, and acquiring new factories and adding new cheese products to the line. In 1912 the company saw the need of an Eastern cheese house to round out its organization and opened a branch in New York City for the importing of cheese.

It was two years later, in 1914, that Mr. Kraft, seeing the need and possibilities for a cheese that would withstand extremes of temperatures, became interested in the development of a tinned cheese which could be shipped to all parts of the world without spoilage. He saw tremendous opportunities in such a product, and much time and money were spent in experimenting and on investigational work, and in 1916 the first Kraft Cheese in Tins was placed on the market.



*Mr. J. L. Kraft, President
Kraft Cheese Company*

This was a great step forward in the merchandising of cheese, for this new product could be shipped any- and everywhere—it was guaranteed to keep indefinitely. The demand for Kraft Cheese in Tins was developed gradually, and when the war came on in 1917 the Government placed orders for millions of pounds of tinned cheese to be shipped to our army in France. The filling of these orders taxed the capacity of the Chicago plant to the utmost and necessitated larger quarters.

Each succeeding year brought extensions and enlargements; established businesses were acquired; branches opened throughout the State of Wisconsin, the greatest source of supply, and in 1920 the extensive business of the MacLaren Imperial Cheese Company of Montreal and Detroit was purchased.

In that same year Kraft Cheese in Foil, packed in five-pound boxes, was placed on the market, and its success was so instant and phenomenal that it further revolutionized the merchandising of cheese, and today Kraft Cheese in five-pound boxes is universally known. Like Kraft Cheese in Tins, the five-pound loaf is without rind or waste of any sort—a pasteurized product, blended to obtain a uniformity of quality and flavor, a thing greatly lacking in ordinary types of cheese.

Advertising always played a large part in the development of the Kraft Cheese Company, and with the growing business were increasing advertising funds. A large sales force is maintained by the Kraft Cheese Company in this country and in Canada, as well as in Europe, and Kraft Cheese is being shipped into every civilized country in the world. And

today the man who first had the vision is planning and looking ahead to the time when the per capita consumption of cheese in the United States will be on a par with that of Europe. Mr. Kraft, as the founder of the business, has always been at the helm and today is president and general manager of a ten-million-dollar corporation.

The Kraft Cheese Company maintains the largest laboratory in the world, devoted exclusively to cheese research. It is here that the quality of all of the products is carefully watched and experiments of all kinds pertaining to the health value of cheese are conducted.

Realizing that before long the present cheese districts of the United States will be unable to supply the cheese needed, Mr. Kraft, again looking ahead, is fostering the development of new dairying centers, and the big strides made in this direction in the State of Idaho are largely attributable to his efforts and encouragement to the farmers of that State. It was for this reason that the Western factory of the Kraft Cheese Company was located at Pocatello, Idaho.



The Preference for Premier

Premier Salad Dressing Is One of the Youngest Brands of the Leggett Line, but in Fourteen Years Has Become One of the Most Popular Food Products in the Country

BORROWED capital—and that only to the meager extent of about two thousand dollars—is not much of a business asset. But with that small sum, loaned by their father, and the conviction that purity counts more than anything else in the manufacture and sale of food products, Francis H. Leggett and his younger brother, Theodore, decided to enter the New York food business a little more than 64 years ago.

Throughout the entire period the stress on purity has been retained. Long before the enactment of the Federal Pure Food and Drugs Act, it led to the establishment of laboratories, where all the products sold were tested before being marketed.

The Premier brand was introduced with the opening of the

first Leggett store on Reade Street, New York City, in 1861. Within three or four years it was found necessary to take over adjoining buildings. Twenty years later, a ten-story building was erected at West Broadway, Franklin and Varick Streets. Many astute business men of the time declared this new building too far uptown and predictions of failure for the young firm were freely made. But the purity of Premier products and the growth of the city quickly offset the disadvantages of location, and the firm once more began to go ahead.

The development was rapid. In 1902 the Leggetts were forced to obtain another ten-story building. By 1924 the company had absorbed three other large distributors, Koenig & Schuster, New York; C. E. Slauson Company, Stamford, Conn., and William A. B. Jurgens, Brooklyn. The combined company is one of the largest, if not the largest, food distributors in the world. Many branches have been opened, and a thoroughly modern factory is now operated at Landisville, New Jersey.

During this long period of progress, many new products had been added to the Premier line, which had, from the first, been among the standards of purity in canned and packed foods. But the most phenomenally successful of these products was not sold until fourteen years ago. This product is Premier Salad Dressing.

One of the first departments installed, as the business grew, was a laboratory for tests and experiments. Here, under supervision of skilled chemists, tests were made which were actually more rigid than those imposed by the Federal pure food laws, although those laws were not passed until years later.

Many experiments were made, too. Most of these were designed to perfect recipes first discovered by American housewives, the same women who first cooked baked beans and apple pie. Premier Salad Dressing was the outcome of many such experiments, based on recipes used by the most skillful mistresses of American cookery.

These women first saw the need of a salad dressing such as Premier, but it remained for the Leggett food chemists to

perfect a dressing which would most completely satisfy their needs. Experiment after experiment was made to secure a dressing which would have the proper consistency, the most distinctive flavor.

Finally, Premier Salad Dressing was perfected and placed in the hands of a few women in different parts of the country. That was the beginning of its growth. The women who were first to use it introduced it to their friends and their friends' friends.

It came at an advantageous time. Salads were beginning to find favor throughout the country, and Premier Salad Dressing gave them greater impetus. Within a few years, the salad, once a rarity or a simple combination of lettuce and tomatoes, found universal favor and became a thing of beauty and infinite variety.

During this period new uses were constantly discovered for Premier Salad Dressing, most of them by women who liked the unusual flavor and wished to extend it beyond the realm of salads. Many of these women wrote letters to the Leggett Company, telling of the new ways in which they had used the dressing. All these women seemed to have one central idea: "if they had found so many ways to improve their cooking with Premier Salad Dressing, why shouldn't they give the value of their knowledge to women all through the country?"

To put this idea into effect, the Leggett Company began advertising the many uses of Premier Salad Dressing, and its popularity grew at a still faster rate. All during this growth the same high standards of purity were maintained. Besides that, the continual use of improved methods and machinery made possible constant reductions in prices.

Premier Salad Dressing is now considered the most popular dressing in America, and is sold in almost every country on earth, being distributed by agents in far India and Japan, in sunny Spain and somewhat in merry England. Five branches of the company have been opened in the United States. Another branch is as far as Bordeaux, France, from the little Reade Street store, where, only 64 years ago, the business began.



Not So Simple, the Canning Business

The Canning Business, Which, Like Libby's, Markets Its Products All Over the World, Has Many Problems—From the Choice of Seed for Fruit to the Purchase of Tin-Plate Long Before the Season

THE rapid growth of the canning industry in the last few years gives it the appearance of a recent industry. However, the original investigations and patents for the processing of canned foods date back to 1795. For more than a hundred years there have been experiments, disappointments and eventually the development of successful processes which have finally made possible the growth of this industry.

In 1868 Libby, McNeill & Libby began the canning of meats. The business was not large, and it was necessary to

develop not only the best processes so far as the cooking of the meats was concerned, but the production of a can which would protect these meats satisfactorily and at the same time make meat canning practical on a commercial basis. The invention of the right type of can itself was one of the greatest developments which had occurred up to that time.

Corned beef was the first product to be canned and later tongue, ham and other products were added.

To convince the public that these products were wholesome was a task for years of effort. Some of the early advertising efforts appear ludicrous now. For example, in 1877 colored cards were distributed picturing scenes from some of Shakespeare's plays, which were then much in vogue. One of them shows Macbeth with a can of Libby's Corned Beef under each arm. He is reported to be saying:

"I have done the deed. The man was fearless, strong and brave, but by my might I did overpower him and capture these cans of Libby, McNeill & Libby's Cooked Corned Beef."

Eventually this company developed the packaging of other perishable food products. In 1906 some pickle and condiment lines were packed in cans and bottles. In 1907 plants were built in which condensed and evaporated milk, California fruit and California asparagus were packed. In 1910 pineapple was added, and in 1912 salmon.

None but those who are old in the business can appreciate the many early difficulties which had to be overcome to bring the processes to a state of perfection. The development of pineapple canning alone is a most dramatic story and was perfected only over a long period of years. Each product brought its own problems, which had to be solved.

The average person takes distribution for granted. It sees none of the difficulties which manufacturers and distributors must meet and overcome in getting their products to consumers on a profitable basis. The fact is quite commonly overlooked that farmers who grow these products must be supplied with well-selected seed and that their production must be contracted for at a price, in some cases even before

the seed is planted; that tinplate and sugar must be purchased in great quantities months prior to the canning season.

It is not generally recognized, for example, that the greater part of mincemeat produced is sold within a short space of time prior to the holidays, while some other products are packed and consumed every day in the year. Between these two extremes are all sorts of seasonal variations.

One can sell quantities of apple butter in Pennsylvania, but practically none in New England. The evaporated milk sold in England must be packed under different specifications than that sold in the United States. Labels must be printed in the language of the country in which the products are sold.

It is the work of years to develop successful processes of manufacturing and distribution which enable a company like this to grow big.

Today Libby products are distributed not only in every city and hamlet of the United States, but in every country of the world.



Spreading “Sunshine” Everywhere

The Story of the Educational Advertising Campaign That Is Inspiring the American Housewife to a New Understanding of the Place of Biscuits in Her Food Program—of the 300 Sunshine Varieties in Particular

AFTER varied experience in farming and as retail merchants, Jacob L. Loose and Joseph S. Loose started in the baking and confectionery business in 1882. John H. Wiles entered the baking and confectionery business in 1883. These men were the founders of the Loose-Wiles Biscuit Company, which was organized in 1902.

The first “Thousand Window” Sunshine Bakery was built in Kansas City, Mo. As the business developed, other bakeries were constructed to take care of the increasing demand for Sunshine Biscuits. In 1914 the latest and largest Sunshine Bakery was completed at Long Island City, N. Y., representing a present value of more than \$6,500,000. Now there

are bakeries in the following cities: New York (Long Island City), Kansas City, Boston, Chicago, St. Louis, Minneapolis, Dallas and Omaha.

The daily output of these bakeries is distributed through more than 100 branch offices, located in principal cities of the United States.

The development of biscuit baking has been one of the outstanding industrial accomplishments of the past quarter century. From the first, Loose-Wiles Biscuit Company has done its share of the pioneering necessary to effect the outstanding improvements which have resulted in a remarkable increase in biscuit consumption in this country.

Loose-Wiles Biscuit Company was the first to go abroad and make a study of the methods and styles of the so-called "hard sweets" of the English style biscuits. They were the first to purchase and employ European machinery for embossing cookies and wafers.

The founders of this company originated the practice of placing ovens on the top floor, so as to manufacture under most sanitary and efficient conditions. In Sunshine Bakeries, all ovens are on the top floor, built of white tile and placed so as to receive the maximum daylight available.

This company was first to develop variety among "Sugar Wafers."

This company was the first to use the slanting shelf metal display rack, which has displaced the old-time horizontal shelf display fixture. This slanting shelf rack, together with the hinged glass display covers, tips the can toward the customer and affords her a clear view of the contents of the can. The former type of "brass front" can allowed only a meager view of a few biscuits, which might or might not be visible through the small "window" on the side.

This company was first to develop a better, smaller and salted soda cracker, now known as "Sunshine Krispy Crackers."

Advertising occupies a prominent place in the picture of this company's development.

For several years Loose-Wiles Biscuit Company advertised



Mr. B. L. Hupp, President
Loose-Wiles Biscuit Co.

to popularize Sunshine Biscuits and establish its trade mark and trade names with the public. In short, the company's first advertising was planned to sell the public on the idea that Sunshine Biscuits were better than any other brand.

This advertising was successful. The company continued to grow. Sunshine Biscuits sold in steadily increasing quantities.

Then this company became impressed with the significance of certain figures. In England the annual average per capita

consumption of biscuits was \$30.00 per family of five, and in Continental Europe about \$15.00. The average American family used only a very few dollars' worth of biscuits per year.

Part of this difference was accounted for by the different living habits of the nations. But in view of so large a discrepancy it seemed the opportune time to wage a widespread campaign to educate the American people to eat more biscuits and in this way broaden the market for the entire biscuit industry.

Having proved its worth, this campaign is still in progress. The outward appearance of the copy and angles of copy appeals have been varied to prevent monotony and gain the attention and interest of the housewife. But always the same idea is behind the Sunshine advertising policy—to tell the housewife that she can buy from her grocer fresh, pure, dainty biscuits, made in more than 300 varieties *to suit every food occasion*.



Thank a Sick Sailor

*The Minute Tapioca Company, Which Today
Furnishes Sustenance and Pleasure to Millions,
Owes Its Beginning to the Solitude of a
Kindly Landlady for a Sick Sailor Boarder*

A sick sailor, a kindly landlady, and the present Minute Tapioca Company. Indeed, a strange combination! And it is a long jump of thirty years from this sailor lad to the model food plant at Orange, Massachusetts, where Minute Tapioca is made today.

A sailor who had cruised all over the world became ill in Boston. While convalescing, his landlady said she would make and serve a pudding made from tapioca. "Fine," replied the sailor, "but if you want to make a better tapioca pudding than you have ever made before, just run those tapioca flakes through a coffee grinder, and both you and I will like the pudding a whole lot better."

The Tapioca flakes were ground in the coffee grinder.

The pudding was served—much to the delight of the sailor and the gracious landlady, whose name was Susan L. Stavers.

Early in 1894, Mr. J. S. Whitman, the originator of the present Minute Tapioca Company, seeing the possibilities in ground flake tapioca hired one house-to-house canvasser to introduce and sell "Tapioca Superlative" to the housewives of Millers Falls, Massachusetts. This canvasser felt that the day was a grand success when he sold 8 or 10 of these pound sacks in one day. Gradually the interest in this food grew, and several more canvassers were added to the tiny office pay roll. While going direct to housewives brought excellent results, this method of selling did not begin to keep pace with the rapidly increasing demand. Sales and manufacturing expansion could not be accomplished by an individual. Since it was necessary to bring in additional funds from the outside, Mr. Whitman formed in September, 1894, The Whitman Grocery Company. This company was capitalized at the huge sum of thirty thousand dollars, and bought the right to manufacture and sell "Tapioca Superlative."

1895 was a most eventful year, as it marked the first association of Mr. Frank S. Ewing (the present President of Minute Tapioca Company) with the nation's tapioca business. The present large volume of sales and the excellent reputation which this company enjoys today among brokers, wholesalers, retailers, and the public are due in large measure to the safe guiding hand and the progressive policies of Mr. Ewing.

In 1906, Mr. Eben E. Gridley (the present Treasurer and General Manager) joined The Whitman Grocery Company. In 1908, the firm name was changed to Minute Tapioca Company.

In its earlier days, Minute Tapioca had to fight to establish itself in the place of old fashioned pearl tapioca. Today, this is quite changed. Thanks to a consistent and ever-expanding advertising policy, quick-cooking Minute Tapioca no longer depends for its sales expansion on winning over users of pearl tapioca to Minute.

Millions of attractive and educational advertisements have taught and are still teaching American housewives the advan-

tages of Minute Tapioca as a healthful, appetizing and economical food. Minute Tapioca is by no means confined to the making of "Appul Tapioca" or "Tapioca Puddin'," but adds variety to the daily menu in soups, casserole dishes, entrées, desserts and so forth. It is an ideal "extender" for left-over meat and fish; is great for absorbing the excess juices of berry, apple or rhubarb pies. Minute Tapioca is one of the most easily digested carbohydrate foods, and is invaluable for baby, child and invalid feeding.



*Mr. Frank S. Ewing, President
Minute Tapioca Company*

The hundreds of thousands of Minute Cook Books issued each year are a much sought practical aid to housewives in the making and serving of properly balanced meals.

The story of Minute Tapioca has well been called "A Romance of 12,000 Miles Across Seven Seas." In far off Java grows the cassava plant, from the roots of which Minute Tapioca is made. This plant grows from 4 to 10 feet high and the roots or tubers closely resemble sweet potatoes, although larger, some weighing as much as from twenty to thirty pounds. The cassava roots are washed and re-washed. They are then ground and screened to separate the tapioca from the root fiber. The tapioca passes into storage tanks, where it is washed free from all impurities.

The insoluble tapioca settles to the bottom and the water is drawn off. The tapioca is then removed, dried, and in the form of fine flour is bagged for shipment by steamer on its long journey across seven seas to Orange, Massachusetts.

In Orange, the tapioca flour is bolted through silk cloth to remove any particles of fiber, then blended and kneaded into a dough by an automatic mixer, which prepares it for the actual cooking in steam jacketed cookers.

While the tapioca is being cooked by high pressure steam heat, it is constantly stirred by powerful automatic paddles. After cooking, the tapioca is dried, granulated, tested and packaged.

You and your friends are cordially invited to make a real visit to Orange and inspect the largest tapioca factory in the world, where both Minute Tapioca and Minute Gelatine are made. You will see Model Cooking, Drying and Packing Departments where scrupulous cleanliness prevails, and Minute Tapioca is prepared for the housewives' tables without being touched by human hands. You will also see a Model Chemical Laboratory, where samples of Minute Tapioca are tested chemically and microscopically every hour.

You will also enjoy visiting the "Ranch" and the "Birchland Club," where Minute employees and their families have a garden spot in which they may rest and play. Do this and you will get first hand the complete story of Minute Tapioca and the folks whose years have been spent in preparing Minute Tapioca for the housewives of America.



Founded: 1809

The Story of One of the Oldest Firms in American Business, Which Today, 116 Years After Its Founding, Is Still Owned and Managed Within the Family of Its Founder

IN 1809 David Williams established this business on Greenwich Street near Barclay, New York. Enoch Morgan, having married a daughter of the founder, succeeded to the business in 1834. Five years later the premises were extended by acquisition of the adjoining property at 211 Washington Street, and in 1844 a new factory was built at Bank and West Streets, on which site the business is still conducted. With these additional factory facilities the business was extended throughout the United States and abroad, where the various brands of soap earned wide popularity.

On the death of Enoch Morgan, in 1853, his eldest son, John Williams Morgan, then nineteen years old, assumed charge of the business under the Executors of the Estate of Enoch Morgan. He bought the business when he attained the age of twenty-one and afterwards took into partnership his brothers,

William Henry and George Frederick Morgan, under the name of Enoch Morgan's Sons.

The business had been running sixty years when in 1869 its best-known product, Sapolio, was put on the market.

Present advertising methods were as unknown in those days as scouring soap, and the owners of Sapolio had the difficult task of venturing as pioneers into an unknown field. Progress was sure but necessarily slow and many novel advertising features and methods were tried before Sapolio attained its success.

One of the best-known features was Captain Andrews' voyage of 1892. Single-handed he piloted his fourteen-foot sloop "Sapolio" from Atlantic City to Spain to repay the visit made by Columbus to these shores 400 years before. A few years later the Spotless Town trademark was spread broadcast throughout the land, adding to the fame of Sapolio and making it a household word.

In 1876 the business was incorporated under the name of Enoch Morgan's Sons Company, but has remained in the hands of the same family. John Williams Morgan was President until his death, in 1881. George Frederick Morgan, his brother, was elected President in 1882, and retained the active management of the Company until his death, in 1925. He had been in the business over sixty years. He was succeeded by his son, John Williams Morgan, who is therefore a great-grandson of David Williams, the founder of the business.



Name a Biscuit!

*It Would Be Unceda, Almost to a Certainty,
the Most Famous Biscuit in the World—but
Only One of a Long Line Produced by the
World-Famed National Biscuit Company*

NATIONAL BISCUIT COMPANY, bakers of Unceda Biscuit and over three hundred other varieties, was formed in 1898 by the consolidation of most of the principal cracker baking plants of the country, the principal corporations merged being the New York Biscuit Company, the U. S. Baking Company and the American Biscuit and Manufacturing Company, all of which were in themselves combinations of baking plants that had been arranged a few years before. Hence it is readily apparent that National Biscuit Company was at its birth a great enterprise, the bakeries of which dotted the country practically from coast to coast. This great collection of plants, however, lacked co-ordination, and it remained for National

Biscuit Company to co-ordinate them and make them work as a synchronized unit.

Upon delving into its details this task took on herculean proportions. Nearly all of the plants were local bakeries whose former owners had been retained as managers, and each had its specialties and its idiosyncrasies. Many of them produced crackers of the same kind and quality, but they were marketed under a variety of names, in a multitude of ways and by myriad methods. The good-will that the Company started with was of local rather than national character because of the conditions cited.

What was to be done with all these conflicting brands and trade marks; what attitude was to be taken about this valuable asset of local good-will? The men who were the leaders in organizing the Company realized that they were face to face with a stupendous problem, but they tackled it with rare courage and made the decision that they would make the Company a national institution worthy of its name. Looking ever to its ultimate good rather than to the momentary expedient and profit, they decided that they would produce products of high merit; that they would give them new names and create a demand for them throughout the length and breadth of the land. The decision made, the question of how to carry out that policy asserted itself. Up to this time crackers had been sold to dealers in barrels and boxes in great quantities. When the box or barrel was opened, the crackers quickly lost their freshness due to the contact and influence of air, moisture, dirt, dust and odors various and sundry.

The progressive sponsors of the Company conceived the idea of the package as a solution to both problems—something around which to create a good-will on a nation-wide scale and to get the goods to the consumer in small units with full protection for the biscuit during the process. Biscuit in packages to retail at popular prices! Of course, to us today the thing is commonplace and very much matter of fact, but twenty-six years ago the idea was considered revolutionary and the general attitude was that "It can't be done." Practical bakers ridiculed the idea and freely predicted it would result in a

worse smash-up than when an irresistible force strikes an immovable body.

After many weeks of experimental work, the best soda cracker that could be baked was originated to head the line of package products. During the time given up to experimental work, there had also been conducted a search for a name in keeping with the new package idea, culminating in the selection, from numerous suggestions, of the celebrated name, "Uneeda Biscuit."

An advertising campaign to familiarize people with the new cracker and the new idea was determined upon. The first advertising appeared in Chicago, being teaser copy in the newspapers and on the billboards, and this advertising gradually extended to other sections. The new idea and the new product went across the country like thunder rolling over mountains. It literally took the country by storm. The demand for Uneeda Biscuit ran far ahead of supply, and the Company was flooded with a rush of orders. The new cracker seemed to be just the thing that the country had been waiting for. The results so far exceeded the expectations of the sponsors of the idea that it effectively silenced all opposition. It was perceived that Uneeda Biscuit and other specialties would have to be baked in bakeries of special design with machinery of the highest and most modern type. The result of this is summed up in its modern marvels of baking utility that the Company operates today.

During the past few years another outstanding advancement in the packing and merchandising of bulk biscuit has taken place. For years the familiar glass front tin cans had been used for this purpose. There were some faults in this container, so National Biscuit Company specialists started research work to perfect a single service non-returnable package. The result was the development of the cardboard Q made in the Company's own carton factory in Marseilles, Ill.

The Q is the best container for both the Company and the dealers. The biscuits hold up better—keep fresh and crisp for a longer period in the Q than in tin cans. This alone is reason enough for its universal use.



Of the Cup That Cheers

Coffee Consumption in the United States Reached in 1923 the Impressive Total of Thirteen Pounds per Capita—an End to Which the Publicity Campaign of the National Coffee Roasters' Association Contributed No Little

How the coffee trade of the United States has waged a remarkably successful consumer advertising campaign to popularize its product forms an interesting story of the successful way in which association advertising has developed in this country in the last few years.

For a great many years coffee has been made a target for quite a variety of marksmen, and the coffee trade came to the decision that the public must be told the truth about coffee once for all.

Simultaneously with this decision came a realization that the per capita consumption of coffee in the United States was

materially below the record of other nations and therefore an excellent opportunity existed for expansion in the trade. These two reasons for an advertising campaign were sufficient to bring the trade together in a real, determined effort.

It was immediately apparent that it would be too much of a burden for the distributors of a food staple alone to shoulder; a food staple on which fierce competition held margins within a very narrow limit. It also became clear that the work we had in mind would benefit all other elements of the coffee trade as much, or more than, the roaster, especially the producer, and that in all justice these other elements should join in the support of the work. Accordingly, we concluded to invite the co-operation of all factors. It was logical to approach the producers first.

Brazil furnishes 70% of all the coffee consumed in the United States. The biggest part of this is raised in the one State, Sao Paulo, and moves from plantation to market over one railroad. The planters secured a state tax on all coffee which was shipped over this railroad. By the simple expedient of including the tax in the railroad freight bill, every bag of coffee arriving at Santos contributes a uniform share to the coffee advertising in the United States. This tax includes every bag, regardless of destination, thus including coffee sent to all other parts of the world.

In this country the Joint Coffee Trade Publicity Committee was organized, consisting of five representative coffee men, three chosen by the National Coffee Roasters Association and two by the New York Coffee and Sugar Exchange. Thus responsibility and management were concentrated in a few, one man in Brazil and five men here, a feature which has had much to do with success. Thus, also, both important branches of the industry in this country were united and represented.

Between these two organizations an agreement was reached confining the use of Brazilian funds to the purchase of space in magazines, trade papers and newspapers. An auxiliary fund, to be provided by the various coffee interests of the United States, was used to cover administrative and inciden-

tal expenses and such other advertising as might be needed to make up a well-rounded campaign.

It was soon found that no thorough investigation of coffee had ever been made. Partial investigations were on record. Not even a thorough examination of the bibliography of coffee had ever been attempted. There was nothing absolutely authoritative. We, therefore, entered into an agreement with the Massachusetts Institute of Technology for a thorough research. This required more than three years, and it has proved very satisfactory in every way.

In addition to several campaigns containing plain, straight-talk copy of a positive nature on the appeal of coffee to all people, its place in history, its increasing use, etc., there have been several campaigns in which the results of the research work were a feature. These were perhaps the most effective of all, since we have discovered a keen interest on the part of the public in learning the truth about coffee. In addition to these campaigns, which appeared in both magazines and newspapers, coffee advertising appeared in medical, educational and drug-store, soda-fountain and trade publications. Grocers received monthly a four-page news sheet of the house organ type, motion picture films were made for distribution through non-theatrical circles, educational exhibits for use in the school room were prepared and numerous pamphlets and booklets published for distribution through the trade, thus merchandising the campaign.

As for results, these are difficult of measurement in any advertising. Co-operative advertising of this nature is perhaps even more difficult to measure exactly. We know, however, that coffee consumption during 1923 reached its highest point on record—thirteen pounds per capita. We know that public interest in coffee is greater than ever, because no other food product is receiving as much mention in the public press as coffee, and the press is a pretty good barometer of public interest. We know that the public has been made coffee conscious as never before, and we also know that the public attitude to coffee is today most friendly and favorable. These are worth-while results.



They Pioneered with White Soap

When Peet Brothers, 28 Years Ago, Conceived the Idea of a White Soap, It Was Necessary to Ingratiate It Tactfully with Their Customers. But Today They Do a Great World-Wide Business

IN 1872, when the three Peet brothers came to Kansas City from Cleveland, Ohio, in search of their fortune, they found a very small but thriving village, which seemed to them had possibilities for large development. These young men had a total capital of eight hundred dollars, with which they determined to engage in the soap manufacturing business. They located a small frame building on the banks of the Missouri River, which then formed the principal means of commercial

contact with the East, and in this room they established their factory and office. There were no employees, all of the buying, manufacturing, selling and collecting was done by the three brothers. They manufactured their product in an iron kettle which had a capacity of about ten thousand pounds, and the soap was stirred by hand and cooked over a stove. In contrast to this, the Peet Brothers' Kansas City factory of today operates twenty-six kettles, each having a capacity of four hundred thousand pounds, and each kettle extending from the basement to the third floor of one of the factory buildings.

In 1890 the firm built what was then considered quite a modern soap factory in Kansas City and gradually extended their field of operations so as to absorb their total production of some two thousand cases of soap per day.

In those days brown or yellow soap predominated all over the country, and this was made entirely from animal fats and rosin, the latter accounting for the color of the soap. In 1897 Peet Brothers Company conceived the idea of manufacturing a white laundry soap which would contain no animal fats, and instead only vegetable oils, consisting the most part of cotton seed oil and cocoanut oil. The firm did not have sufficient capital to advertise the product; they placed one bar of Crystal White in each box of one hundred bars of yellow soap which was shipped to their trade. In the course of time the objections to this became so few that the company started placing two bars of Crystal White in each box; gradually the amount was increased until there had been created a sufficient demand for this new white soap to justify marketing it under its own name. This soap was in a large measure responsible for the success of Peet Brothers, and the demand for Crystal White has grown from year to year until now it requires two large factories, with a capacity of nearly two million bars per day, to supply their customers.

In 1910 the firm's only factory, located in Kansas City, burned to the ground with an enormous loss, which wiped out the entire surplus of the company which had been accumulated over a period of thirty-eight years. A still greater loss faced the company in that they apparently would be un-

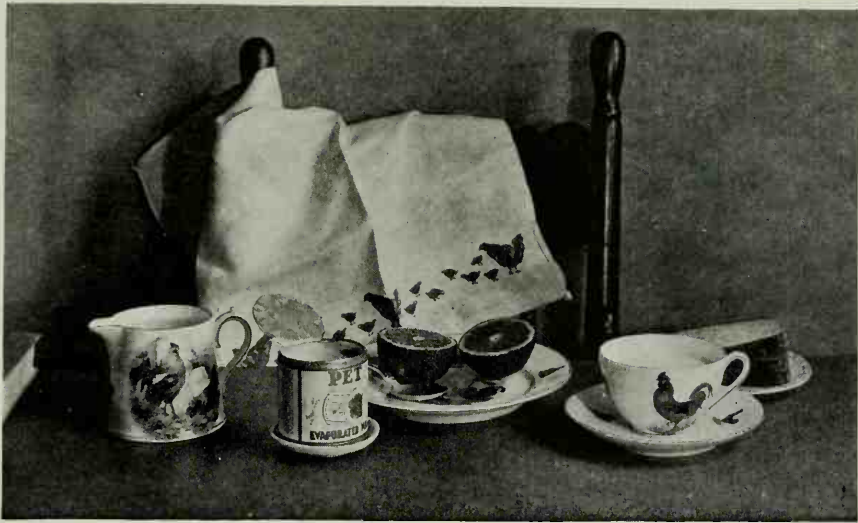
able to keep their brands, on which hundreds of thousands of dollars had been expended for advertising, on the market; also because of the probability of losing their organization. It was characteristic of Mr. William Peet that a tract of ground for a new factory was purchased before the embers in the old building had become cold, and plans were made for building a new and larger factory immediately. Also, it was arranged to keep the entire selling organization by paying them a substantial part of their salary, even while idle. The first year of operation in the new factory produced a larger volume of business than had ever been done before.

In 1916 the company built a large modern soap factory in Berkeley, California, to take care of the business which had been developed west of the Rocky Mountains, and this factory has been running to capacity ever since the first day it opened and there have been several additions made which has greatly increased their production capacity. Through this factory a large export business has been developed.

While the company had been engaged in the toilet soap business for a good many years in a modest way, no great progress had been made in this particular line until 1915, when Creme Oil Toilet Soap was placed upon the market. This brand was manufactured from olive, cocoanut and palm kernel oils, and has now developed into one of the largest selling brands of toilet soap in this country.

The resources of the world are drawn upon to supply the requirements of the Peet Brothers Company, cocoanut oil, for instance, being imported from the Philippine Islands, India and Java and other South Sea islands. Olive oil is received from Spain and Italy, palm kernel oil from remote Africa and cotton seed oil from the mills of Oklahoma, Texas, Arkansas and other cotton-raising States.

Mr. William Peet, the only surviving member of the original partnership, is now inactive, and the business has been managed for the last ten years by his son, Mr. Albert W. Peet, who has displayed all the business acumen of his father, and under whose leadership the business has grown and prospered more rapidly than at any time in the history of the company.



A Failure That Panned Out Well

Forty Years Ago Louis Latzer "Bought Into" an Enterprise Sold Him With an Unperfected Process, but Learned in the Laboratory How to Perfect It Himself—and Built a Great Business

IN 1885 a man brought to Highland, Illinois, an idea of putting milk in cans and sterilizing it so that it would keep indefinitely. He professed to know how to make the product.

Louis Latzer, a farmer, thirty-seven years of age, invested two hundred dollars in the company that was organized. He made the investment because he hoped the new enterprise would make a better market for the milk produced by the farmers in the community. At the end of the first year the new company was on the point of failure. The promoter had demonstrated the fact that his process was not perfected.

The young farmer who had put in two hundred dollars and had been elected to the board of directors to represent the interest of other farmers who had invested did not want to

see the proposition fail. He went into the plant to see what was the matter. His first discovery was that he needed to know something about chemistry. He employed as his tutor a doctor who had some chemical education, fitted up a laboratory and became a student. Applying from day to day in the plant the things he learned in the laboratory, he succeeded in perfecting the process, took charge of the little plant, became president of the company and started a new industry.



Mr. Louis Latzer
Founder of Pet Milk

When Louis Latzer left the work of his farm to solve the problem of making evaporated milk, practically all the work of the plant had to be done by hand labor, even to making the cans. When he died, in 1924, practically every stage of the work in such plants was done by automatic machinery.

When he began the one little plant made only a few cases of milk a day. When his work was finished his company had seventeen large plants, from Maryland to Colorado.

When Louis Latzer began making evaporated milk there was no demand for it and no organization for its distribution. He lived to see millions of cases sold each year by grocers in every city, town and village in the United States. He saw the article which he first produced go by hundreds of thousands of cases to save the lives of thousands of children in starving Belgium; by millions of cases to feed the armies engaged in the World War.

The story of Pet Milk is one of the romances of modern business. Like all such stories, it has behind it the story of a man who had the eye for opportunity and the will to serve and the ability to direct the work of others—without which the great development of American business could not have been accomplished.



The Popularizing of Phenix

Phenix Cheeses—in Which Is Included the Popular Philadelphia Cream Cheese—Are Known and Liked From Coast to Coast. Here Is the Dramatic Story of Their Growth

THE beginning of the Phenix Cheese Corporation goes back forty-five years to the time when Philadelphia Cream Cheese first appeared on the market. At that time, a group of producers were already manufacturing fine cheese of the familiar American type in the lovely Unadilla Valley, which is considered the best dairying section in New York State. One of New York's most exclusive grocers requested them to make for him a new cheese delicacy. It was named "Philadelphia Cream Cheese" and became an immediate success. Today Philadelphia Cream Cheese is a household word. It is the

largest selling packaged cheese in the world, its high quality having always enabled it to maintain leadership.

On this early foundation of success and prestige, the Phenix Cheese Company was organized in 1901. The Company gradually made additional varieties of cheese in an increasing number of factories. It now has completely organized plants for the manufacture of cheese in South Edmeston, New York, Beaver Dam and Plymouth, Wisconsin, and in other dairying sections, as well as New York City and Chicago. Recently additional manufacturing plants have been opened in San Francisco and Montreal, the latter to take care of the rapidly growing export trade, as well as furnishing cheese for domestic demand. Branches and distributing points are located in all large centers of population.

Early in 1921, the Phenix Cheese Company, marketed in the form of 5-lb. loaves, the popular staple types of cheese in varieties, such as American, Pimiento, Swiss and Brick. For the first time, cheese of the familiar type stepped into the class of fine groceries.

The next step in production of cheese of this kind followed early in 1925—the packaging of loaf cheese in foil in neat $\frac{1}{2}$ -lb. boxes like print butter. This immediately appealed to fastidious housewives, and has proven especially popular. Its monthly production exceeds 1,500,000 packages.

Through its constantly expanding facilities, its wide variety of both packaged and bulk cheese, and progressive policies, the Phenix Cheese Corporation has attained its high place in the field of fine food products.

Among its various packaged cheeses—the largest variety in the world produced by a single manufacturer—are numbered in addition to Philadelphia Cream Cheese and Phenix loaf cheese, Castle Camembert, packaged Limburger, Roquefort Portions and Tasty Rolls, Cheese in Tins, all bearing the famous Phenix trade-mark.

In addition to its own output of cheese, the Company does a large importing business on all types of fine foreign cheeses.



“Pillsbury’s Best”

A Phrase That Might Be Construed as Possessive or Assertive, but Which Has Helped Build for a Product a Distinction and Prestige of Mammoth Extent

THE story of the Pillsbury Flour Mills Company, at the present time one of the largest flour milling companies in the world, reverts back for its origin to the year 1870.

Half a century of continuous and successful operation is not the common experience of many American business enterprises, and therefore the story of the rise of the Pillsbury Flour Mills Company to a foremost position in the flour milling industry and a glimpse at the personalities responsible for the company's growth makes it one of the most interesting of modern business romances.

In 1869, only two years after the granting of the Minneapolis city charter, Mr. Charles A. Pillsbury, one of a family of two boys, pioneered his way from New England to the west-

ern frontier to what was then the village of St. Anthony, located at the falls bearing that name.

It was about this time that Minneapolis was gaining recognition as a milling center from fine water power and proximity to the then virgin wheat fields of Minnesota.

Rochester, New York, in these early years, was the first flour city of the country, followed closely by St. Louis and Minneapolis. However, at a very early date Minneapolis equaled and surpassed Rochester and became the leading flour manufacturing city of the world.

Mr. Charles A. Pillsbury came West at the suggestion of his uncle, the Honorable John S. Pillsbury, primarily to engage in flour manufacturing, and wisely settled in the village of St. Anthony, which is now part of the city of Minneapolis.

He made his first start with the purchase of a small 150-barrel mill. It was at this time that the world-famous trade brand, "Pillsbury's Best," was adopted. It has been used continuously during the company's existence.

Fortune favored the new enterprise, and in 1870, one year later, John S. Pillsbury, three times Governor of Minnesota; Charles A. Pillsbury and his father, George A. Pillsbury, organized C. A. Pillsbury & Company.

However, in the early pioneer days Minnesota wheat was a hard spring wheat and the flour made from it was at a serious disadvantage in Eastern markets, compared with the softer and whiter winter wheat flours from the South Central States. It was not until the advent of the purifier which was first introduced in Minnesota, shortly after the organization of C. A. Pillsbury & Company, that the new enterprise began to make real progress. This fact, accompanied by the introduction of the Hungarian gradual reductions system, about the year 1870, was responsible for the progress made by the Pillsbury Flour Mills Company.

In 1875 the original little mill by the falls formed the nucleus for a larger group, the company having added the Pillsbury Anchor and Empire Mills.

Success followed upon success, and in order to take care of the increased demands the Pillsbury "A" mill was built in

1881. Built for a 5,000-barrel mill at a time when a 500-barrel mill was considered large, it attracted much attention. Since its erection in 1881 up to the present time it has enjoyed the distinction of being the world's largest flour mill. Of course, with the changing conditions and the expansion of the company, the original equipment of the "A" mill has been augmented and changed until its present capacity is 17,500 barrels of flour daily. Surrounding are the machine shop, power house and mammoth elevators, with a storage capacity of 4,000,000 bushels of wheat. This combined group form what is now known as the East Side Milling District.

The succeeding years since 1881 have proved to be years of success and progress. The Pillsbury Company has expanded its organization until today it has seven mammoth mills located in various parts of the country and capable of producing 40,000 barrels of flour daily.

These mills represent the very highest type of milling equipment, in splendid physical condition and equipped with every device of the most advanced type known to milling science. To take care of the enormous output of these seven mills the company maintains branch offices in practically all of the principal cities of the United States and agents in nearly all of the countries abroad.

In addition to the manufacture of flour the company has also developed an enormous business in packaged specialty foods, including Pancake Flour, Health Bran, Farina and (Vitos) Wheat Cereal.

The present heads of this great enterprise are Mr. A. C. Loring, president and one of the most astute millers of the present day; Messrs. C. S. and J. S. Pillsbury, vice-presidents, and Mr. A. F. Pillsbury, treasurer, the three last named being descendants of the original founders of the business.

These men have carried on the policy of conservatism typical of the company's New England beginnings and it is the pervading spirit of the institution today.



The Battle of Battle Creek

When Charles William Post Came From Texas to Battle Creek in the Early Nineties He Undertook a Venture That Required a Severe Struggle to Develop It to the Vast Business of Post Health Products That Exists Today

IN the early nineties there came from Texas to Battle Creek, Charles William Post, his finances depleted and his health broken. As he lay in the sunshine on the green grass of the Sanitarium lawn, his mind was busy translating his own physical needs into the requirements of a people.

This man knew the value of health because his health was gone. He foresaw the day when men and women would select their food with better understanding of its important relation to health.

Mr. Post began the manufacture of Postum Cereal in February, 1895. The story of his early struggles with this product

is interesting in light of the successes which were to follow.

The first Postum was made in "The Little White Barn" which is now the Laboratory of Standards for the great factory which stands near its site. The factory force consisted of one man, who, under Mr. Post's direction, roasted Postum over a gasoline stove and stirred it by hand.

Records show that the first purchases for plant equipment were: a second hand gasoline stove for roasting bran, a hand-operating peanut roaster for roasting wheat and a coffee grinder to pulverize the mixture. The total cost of this equipment was \$46.85. The first raw material purchases amounted to \$11.90.

The first payroll, in February, 1895, showed labor expenses for three weeks of \$12.63, \$21.46 and \$27.65.

Postum was first placed on sale in Grand Rapids, Michigan, where its inventor conducted store demonstrations, wrote advertising copy and contracted for newspaper space to exploit the new product.

Sales first show upon the books in the early part of February, 1895, when it is recorded that a half dozen packages of Postum were distributed to each of several Battle Creek grocers. The total sales up to April 6th of that same year amounted to \$856.41. During the first year operating expenses amounted to \$800.00 in excess of gross receipts.

The Company began to advertise in the first year of its history. The first advertising bill amounted to \$1,669.84. From that time until the death of Mr. Post, in 1914, a period of 19 years, the Company invested over twelve million dollars in advertising. All of the early advertising was written by Mr. Post. Health was its theme and the copy was conspicuous for its clarity and its individuality. "There's a Reason" became a byword and "The Road to Wellville" was circulated by millions of copies.

Postum proved quickly to be an article of seasonal sale with its peak in the Winter months. For obvious manufacturing reasons, therefore, Mr. Post cast about for a product that could be merchandised effectively in the Summer. He finally perfected Grape-Nuts and launched this new food in 1898.

Grape-Nuts was merchandised and advertised for its nutritional and healthful qualities.

The business grew rapidly and for several years the chief concern of Mr. Post was to expand manufacturing facilities and develop an organization to provide for and foster the steadily increasing demand for these products. With the growth in volume came many improvements in methods and refinements of processes. Automatic machinery replaced hand work in the making and packaging of the goods. Operation was made continuous through the twenty-four hours of the day.



Mr. C. W. Post
Founder of Postum Cereal Company

In 1904 Mr. Post began to experiment with corn flakes, and ultimately named this product Post Toasties.

In 1915 the product was improved by the development of a thick, crisp flake, now the popular breakfast food known as Post Toasties, the Double-Thick Corn Flakes that stay crisp in cream.

In 1911 Instant Postum was introduced. It developed new outlets for this health beverage without interfering seriously with the established market for the original Postum Cereal.

Post's Bran Flakes was the next new product to win a place of prominence on the grocer's shelf. This product, while not yet three years old, has become a leading bran food and continues to show sales increases. Its success is now proof of the soundness and the scope of the fundamental idea on which the business was founded—Post Health Products.



Two Memorable Slogans and a Superior Product

The Unsurpassed Excellence of Ivory Has Lent Distinguished Opportunity to the Two Slogans That Have Made Advertising History—"It Floats" and "99 44/100 Pure"

It is almost a century since William Procter left England to seek his fortune in the new world.

With practically no capital or definite prospects of livelihood, this pioneer was not long in discovering an opportunity to employ that keen business acumen which was destined to build up a great American industry. In his boyhood days he had often dipped candles and rolled them out to make them smooth and even. Shortly after his arrival in Cincinnati, he found that candles were being imported from Philadelphia, at great cost of transportation and time. As tallow was to be had in abundance, he saw no reason for not manufacturing candles right in Cincinnati, and so he became both manufacturer and merchant.

Mr. Procter early made the acquaintance of James Gamble, an Irishman, who was engaged in the manufacture of soap in a small way, and arranged with him to handle the selling of soap as well as his own candles. The two businesses were closely allied in the matter of material, and it was only natural that a partnership should have arisen out of this first agreement.

Thus, in 1837 was launched what has since become one of the most important and progressive industrial organizations of the United States.

The soap business soon overshadowed the candle business and the new firm fast became a leader in this ever-growing field. In the early days soap was not put out under brand names. It was delivered to the storekeeper in bulk and sold by weight, much as cheese is now, a piece being cut off to suit the wishes of the purchaser. The alkali used was obtained from wood ashes. This gave a soft potassium soap. A solid soap was made from this by treating it with salt—a process called “salting out.”

The first factory, if such it may be called, was a small place across the alley from Mr. Procter's home, at Sixth and Main Streets, in Cincinnati. It is an interesting fact that the present main offices of the Procter & Gamble Company are in the Gwynne Building, on the site of the original plant.

The late James N. Gamble, a son of the original James Gamble, has given us an account of the origin of Ivory Soap. It seems that the first intention was to make a soap of pure vegetable oils resembling castile soap. The firm bought the rights to such a soap from a group of men who were doing very little business and desired to sell the formula. They proceeded according to the formula and obtained a white soap.

The soap had no distinctive name at first and was merely called “White Soap.” The members of the firm recognized the fact that it should have a distinctive name. They had several meetings to discuss the matter. One Sunday, when Mr. Harley Procter was attending services in the Episcopal Church of Mt. Auburn, Cincinnati, the passage which occurs in the eighth verse of the Forty-fifth Psalm was read: “All

thy garments smell of myrrh and aloes and cassia out of the ivory palaces whereby they have made thee glad." Immediately, the thought flashed through his mind: "There is the name!" He called the members of the firm together and the name "Ivory" was adopted and registered in Washington. The first cake of Ivory Soap was sold in October, 1879.

William Procter and James Gamble turned over to their sons a greatly expanded business. It had grown to such proportions in the '80s that it seemed advisable again to seek a new location, for the city had now grown up about their factory in Central Avenue and limited its development at that place. In 1885 ground was broken for a new plant at what was later named Ivorydale, in the town of St. Bernard, about seven miles from the downtown section of Cincinnati. This a new departure in factory building. Instead of being merely utilitarian, the buildings were ornamentally constructed of gray stone, brick trimmed, and were erected with a view to architectural beauty. There were flower gardens and plots of well-kept lawn—truly an innovation. It is no wonder that the employees were proud of it and were glad to be known as part of the organization.

The factory at Ivorydale now comprises about 112 acres, situated along Mill Creek and adjacent to the Big Four and Baltimore and Ohio Railroads.

William Cooper Procter, who has been president of the company since his father's death in 1907, was graduated from Princeton in 1883. On leaving Princeton he immediately started to work in the factory, intent upon learning every phase of the operation of the business. Intimate contact with and sympathy for his fellow-workers led him to make proposals for some very radical changes, and these were very soon carried into effect.

The Saturday afternoon holiday, without reduction in pay, was adopted to give the employees more time for recreation and self-expression. This was probably the first time such action had been taken by any firm in the country.

In the same year a plan was worked out for dividing profits with the employees. At first the employee received a divi-

dend check for profits in proportion to his wages, but it was found that such payments were looked upon as wages and spent as such. Now these dividends are applied to the purchase of stock up to a certain amount, after which point the payments are made in cash.

In addition to this, Mr. Procter's genius for organization has brought about many other means of cementing the tie between management and employees. There is a pension and benefit plan, which provides weekly payments in case of sickness or disability, a pension for old age and a year's payment of wages in case of death. An employees' conference committee was inaugurated some years ago. Each department elects a representative for every 50 employees. Now this idea has so developed that there are three representatives of the employees among the twelve who comprise the board of directors of the company.

The latest move for the benefit of the employees in this great American industry is guaranteed employment, which means that the workers can depend on at least 48 weeks of employment during the year. This is perhaps the most important step thus far taken, in that it banishes the employee's fear of unemployment.

In all these movements toward greater self-expression and contentment among the employees the idea of paternalism is entirely absent. Nearly everything has been done to make the life of the employee pleasant and agreeable, to remove causes for discontent and worry without in any way interfering in his private life and personal affairs.

The Procter & Gamble Company has shown a steady growth from the time it was founded, nearly a century ago. In 1900 there was just one plant at Ivorydale. Since then the Ivorydale plant has been enlarged and there are now factories at Kansas City, Kan.; Port Ivory, Staten Island, N. Y.; Hamilton, Ont.; Macon, Ga., and Dallas, Tex. From very modest beginnings has developed this great, progressive industry, whose products—especially Ivory Soap—are known and used even in the farthest corner of the globe.



The Red Can of Royal

A Business Epic of the Discovery and Development of a Baking Powder That Has Borne a Part in Serving the Needs and Pleasures of Nearly All the Peoples of the Earth

THE problem of leavening foods once presented very real difficulties to the housewife. For generations cakes were no more than yeast-raised bread dough enriched with sugar, fruit and dozens of eggs.

Eventually quick-acting leavening agents were discovered, among them combinations such as pearlash and vinegar, or sour milk and soda. These methods were all highly uncertain in their results, due to the difficulty in proportioning them correctly.

In 1855 "The Practical American Cook Book" published the discovery that baking soda and cream of tartar, used in correct proportions, made an ideal leavening combination. The unusual excellence of the cakes, biscuits and other baked

foods leavened with this combination brought it instantaneous popularity.

Here, at last, was a really satisfactory quick-acting leavening agent,—but, unfortunately, it presented many of the same difficulties as did former combinations. The strengths of the two materials was a highly variable factor. To blend them correctly, and to get exactly the right proportion of each was a difficult and uncertain business.

And then came a discovery which solved the problem. Out in Fort Wayne, Indiana, a firm of manufacturing chemists and druggists began to offer to housekeepers a combination of soda and cream of tartar, prepared by careful measure and exact rule, perfectly blended and balanced, and always ready for instant use. This product was called ROYAL BAKING POWDER.

The success of Royal Baking Powder was immediate—its growth an epic of business expansion. It fulfilled a vital need in the homes of the land, changing home baking from a precarious and uncertain venture into a scientific and invariably satisfactory undertaking.

From its humble beginnings, Royal Baking Powder has come to be a universally known and used leavening agent. In almost every country in the world you will find the red can of Royal in the kitchens of homes, hotels, schools, hospitals. Generations of fine housekeepers have used Royal, and taught their daughters to use it, telling them what Royal meant in terms of wholesomeness, convenience and relief from all baking failures.

The purity of Royal is axiomatic. Its wholesomeness and healthfulness have been recognized and praised by doctors, dietitians, nurses and home economics teachers the world over. Where once eggs, butter, flour and other precious ingredients which went into baked foods were jeopardized on the altar of capricious leavening agents, now, thanks to the reliability and accuracy of Royal, baking failures are practically eliminated.

Royal Baking Powder enjoys the distinction of being the first food product to be both nationally and internationally advertised. "The Royal Cook Book", translated into many

languages, holds an honored place in millions and millions of homes all over the world.

The story of Royal is one of faithfulness and efficiency—for Royal has faithfully and efficiently served the peoples of every country on the face of the earth. Royal is no respecter of class—it has served equally well in the palaces of kings and in the huts of peasants.

Royal served Commodore Peary on his expeditions to the North Pole; it was with Scott and Amundsen at the South Pole. When Stanley sought Livingstone in darkest Africa, Royal was a part of his stores. Royal has served on the warm sands of Sahara, on the slopes of the Andes and in the gold-fields of Alaska. It is a veteran of all the wars of recent times and a household necessity in millions upon millions of peaceful homes.



Rumford: Giver of Phosphates

The Story of the Discovery by Professor Horsford, Rumford Professor at Harvard, of the Baking Powder That Restores the Lost Phosphates to the White Flour from Which We Make Bread and Cakes

BAKING POWDER in these days is such a common requisite that it is hard for us to realize there was ever a time when it was not obtainable. Yet prior to the middle of the nineteenth century baking powder was an unknown quantity except as made up at home by the unscientific blending of an acid and an alkali with probably some filler added to prevent these two opposites warring together and wasting their strength before being put to proper use as a leavening agent.

The first phosphate baking powder was manufactured in 1857, its inventor being Professor Eben N. Horsford, who was undoubtedly the first to produce a baking powder which not only leavened the flour with which it was used but which, at the same time, gave actual food value. For the mere leaven-

ing or raising of food products is not the only point to be considered in a baking-powder—it must be actually wholesome, it should give definite food value.

Professor Horsford turned all the energies of his scientific yet at the same time practical mentality to the successful manufacture of world-useful commodities. He, by the way, occupied the Chair at Harvard University which was endowed by that famous man Sir Benjamin Thompson, Count Rumford, a soldier and scientist, the Chair being known as the Rumford Professorship, and it was due to the fact that Professor Horsford was Rumford Professor that his baking powder was given the name "Rumford."

Possibly few household products have been subjected to the searchlight of science as has baking powder and many wordy wars have raged around the subject. So many claims have been made for baking powders that it is not surprising that the thoughtful housewife eager to cater to the dietary needs of her family should have found it a difficult matter to decide which brand to use. The health claims of Rumford, all of which can be fully substantiated, make strong appeal to the woman of keen judgment who no longer demands just quantity of product for the least expenditure but who studies values of foods fully as much as values of currency.

Rumford Baking Powder has adopted as its slogan "The Wholesome Baking Powder," basing this claim on the fact that not merely is it wholesome *in itself* but that it adds to the foods with which it is used those most vital and necessary phosphates which in our ignorance we so often delete from the grain in making the light white flour demanded for the production of equally white breads and cakes, for in removing the rich outer coatings from the wheat much nourishment is lost and through Rumford Baking Powder this is replaced in fully as great quantity as is natural to the wheat berry.

Professor Horsford's tireless research finally resulted in the production of calcium acid phosphate—that same phosphate which is an essential component of grains and meats used for food, and the further phosphate of soda, the very same phosphates which are still used as the acid ingredient

in the Rumford Baking Powder of today. It is an incontrovertible fact that phosphates are used up with every effort of the human system, whether that effort be mental or physical, and these used phosphates must constantly be replenished for the proper maintenance of health.

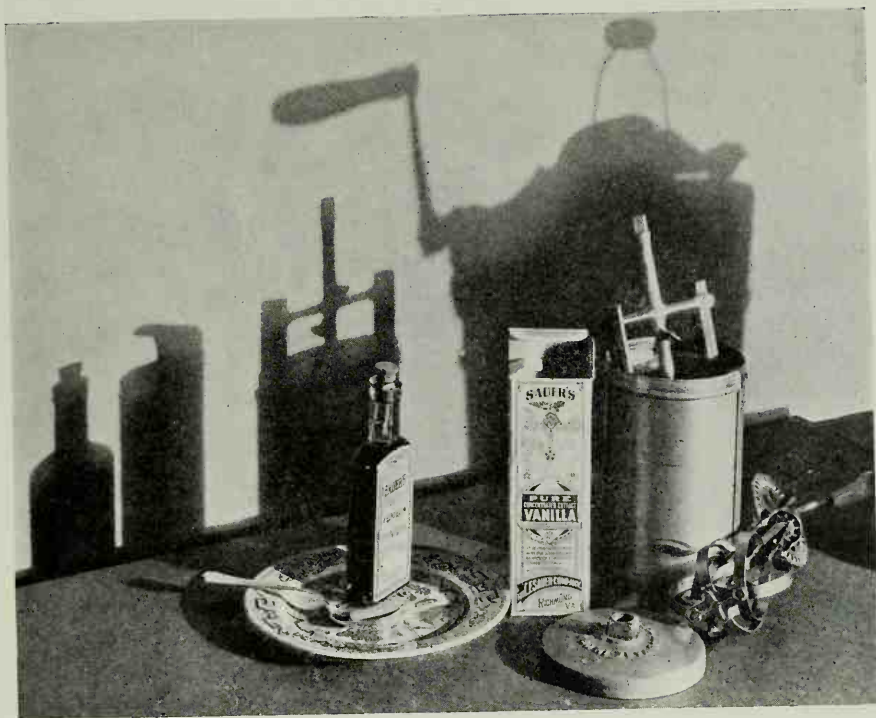
Naturally, after making this discovery, Professor Horsford tested it and obtained other scientific opinions as to its value, submitting his product to chemists of international fame, among whom was Baron Liebig, who, after testing it, pronounced the

following judgment: "In my opinion, your discovery is of the utmost importance to mankind. You and the people are to be congratulated upon the pre-eminent success of your discovery."

This was the beginning of Rumford Baking Powder, and in all the years since it was first manufactured nothing has been left to chance. The Rumford Company maintains research laboratories, where constant work is carried on in the interest of this and other products manufactured by the firm, whose business has grown from very small beginnings until Rumford is a family word not only in the United States but also in many foreign countries. The principal manufacturing establishment is at the growing town of Rumford, Rhode Island, so called because of its principal industry—the manufacture of Rumford Baking Powder—while the printing plant, laboratories and business offices occupy buildings covering more than an entire square in the city of Providence itself. This home plant, however, is not large enough to cater to the demand for Rumford Baking Powder, and some years ago another complete baking powder plant was established at East St. Louis, Illinois.



*Mr. William L. Sweet
Treasurer and General Manager
The Rumford Chemical Works*



Eighteen Highest Awards

*Seventeen Highest Awards Have
Been Offered to the C. F. Sauer Com-
pany at American and European
Expositions—and an Eighteenth Has
Been Added by the American Public*

IN the year 1887 The C. F. Sauer Company, of Richmond, Virginia, commenced business in a small way in a little two-and-a-half-story building at the corner of Seventeenth and Broad Streets, and the business was to put up first-class flavoring extracts of all kinds for cooking and sweetening purposes.

The business was at first purely local, but in time, and a very short time, the Sauer extracts became popular beyond the borders of Richmond, and in order to supply the grow-

ing demand in all parts of Virginia the company had to enlarge the plant within two years.

The first move was to Fourteenth and Main Streets, where a much larger building was secured, and the members of the firm thought that in this large four-story building they were fixed for very many years to come. However, the business grew with rapid strides and was extended beyond the borders of Virginia to other States, until the Sauer Flavors were known in more than half the States of the Union, and wherever known were popular, and retailers found them to be "fast sellers."

In five years larger quarters and greater factory room became necessities, and this time the company bought the immense building which had once been used for a tobacco factory on Twenty-first Street, between Main and Cary. The building was enlarged and remodeled and several additions were made, among them complete office rooms. Here the company had more than doubled the former factory space, with office space in addition, and thought they were permanently fixed.

But in 1910 it was found that the growth of the business and the extension of trade, until the Sauer goods were being sold in nearly every State in the Union, necessitated still larger and more up-to-date factory facilities. The company saw no sense in taking so many bites at a cherry and so they acquired, by cash purchase, ample grounds out on Broad Street, at the corner of Meadow Street, or, more properly speaking, at the corner of Hermitage Road. At this point a building (or rather three immense buildings in one) has been erected and especially equipped for the business.

The magnificent four-story building is of reinforced concrete, the whole being as near to fireproof as buildings can be made.

The big house, or combination of houses, stands on a plot of ground that measures 210 feet on Broad Street, running back on Hermitage Road, or the continuation of Meadow Street, 300 feet.

Railway side tracks come up to the west side of the build-

ing and all shipping is right from the ground floor to the cars and vice versa. The total floor space is 65,000 square feet, and every floor is equipped with the latest machinery, and some of it of the costliest kind, designed for the business in hand, and electric elevators connect the many floors.

It may be explained that the Vanilla Bean, like Virginia Tobacco and Whiskey, improves with a certain amount of age. Hence, this plant was equipped with immense storage vaults for the vanilla bean, one of which is on the third floor. The others are on the lower floors.

The vanilla bean is not a bean at all, but rather a herb as long as one's hand. It grows in various parts of the tropical world, being worth from \$9 to \$12 a pound at the present time. The company carries a large stock of beans, buying when it is probably a year old, and then storing it in these especially prepared vaults until the requisite age is acquired, when it is cut, compressed, squeezed and all of its rich extracts withdrawn.

The process of extracting the juices and all of the virtues of the vanilla bean is interesting to look upon, but to go into the details would make tedious reading matter. It is sufficient to say that very costly machinery, presses, boilers, copper and glass lined vats, sanitary pipes and other costly fixtures are necessary to make a pure and complete extract, and it is probable that no establishment in the whole United States is better supplied with all of this equipment than the plant of the Sauer Company.

In addition to Vanilla, The C. F. Sauer Company manufactures a complete line of flavoring extracts that have won the *Seventeen Highest Awards* at American and European Expositions, and their line of spices is a complete one.

Another department on the second floor consists of dressing rooms, a dining hall and a kitchen for the benefit of the many employees of the establishment.

On the third and fourth floors is where the work of making these now famous extracts really begins. There are located the copper tanks, strainers, distilling vats and all of the manufacturing apparatus. The juices are conveyed by sanitary

pipes through the whole process of manufacture, until the products reach the bottling stage on the lower floor, and the whole process is hurried along by electric power.

In another part of the three-divisioned building and that part known as "Building No. 3" is located the box factory, and here the company makes some of its own boxes for packing purposes and here they also make their own display cases.

This department is of itself quite an industry, employing many expert workmen. The boiler house is the fourth department of this big establishment and, like all the other departments, it is equipped with twentieth century machinery.

Most of these extracts made by the Sauer Company and shipped to all parts of the country are finally put up in small bottles that will almost fit into a vest pocket. It would be hard to estimate the number of bottles they use in a year.

Several years ago, before the business had reached its present gigantic proportions, the company found that it was not wise to depend upon the glass bottle factories for their bottle stocks. Labor troubles and like annoyances came along too often, and so they planned for the manufacture of their own bottles. They bought a small glass factory that was doing a small business at the foot of Seventh Street and for many years they have been making their own bottles right here in Richmond.

The growth of the extract business enlarged the glass factory business and now that has become quite an industrial enterprise that Richmond is reasonably proud of and well it may be, for it employs a number of people.

The C. F. Sauer Company also controls the policies of its subsidiary drug company, The American Laboratories, Incorporated, which offers a complete line of drugs, patent medicines, proprietaries, elixirs, syrups and fountain supplies.

It is worthy of remark that there is no firm in Richmond that has been a bigger advertisement of the city and its advantages than this Sauer concern. The seventeen medals and awards won at great expositions in Europe and America evidence the superiority of the goods they make, and at the same time advertise Greater Richmond to all the world.



Of a Very Big Quarter-Cent

The Difference in Cost Between a Plate of the Best Macaroni and the Poorest Is Only a Fourth of a Cent, a Margin of Excellence for Which the Skinner Manufacturing Company Spends Many Tens of Thousands of Dollars

THE Skinner Manufacturing Company started in a small way about ten years ago, and during these ten years the company has had all the various troubles that other companies generally have in the first ten years of experience. However, in the beginning it was decided that the best raw material obtainable always be used in the products, with the idea that by following this policy at least a fairly good product must result. We believe it has resulted in this company always putting out the best possible macaroni products.

Skinner's Macaroni cooks quickly, for the reason that it has a thin wall. Macaroni with a thin wall can only be made out of a high quality of amber durum flour running high in glu-

ten. Macaroni made out of cheap flour will not hold together without a heavy wall.

Because Skinner's Macaroni has the quality and is thin shelled it cooks quickly. We could save at this factory almost two hundred thousand dollars per year if we were satisfied to offer a cheap grade of macaroni. We could save perhaps a hundred thousand dollars a year if we were satisfied to offer anything but absolutely the highest quality.

We ask anyone who has doubt in regard to the high quality of our goods to cook them according to directions along with any brand that they think might compare with the quality of the goods we offer. The proof of the pudding is "in the eating."

The basis of macaroni is a wheat flour or a semolina, which is a coarse granulation of wheat, and of course some years the general grade of the wheat will be better than others.

In addition to there being different grades of the same kind of wheat, there are also different grades of durum wheat. As any market quotation will show you, the highest priced wheat on the market for the last few years has been what is known as amber durum. Because of the high percentage of gluten in durum wheat it is now generally known that durum wheat is the best wheat to be used for macaroni products, and just as it is impossible to make a high grade macaroni from a poor quality of flour or a flour that does not have a large percentage of gluten, it is also just as impossible to get this flour unless you start out with the best possible grade of wheat.

While a few years ago most macaroni manufacturers were using a soft wheat flour or a semolina, which is a coarse granulation of wheat, today a great many manufacturers are using a durum wheat semolina or flour; however, just as there are all kinds of grades of wheat, there are all kinds of grades of semolina or flour made from durum wheat.

Skinner's Macaroni is made from a special high patent flour that is made from a semolina ground from absolutely the highest grade of amber durum wheat it is possible to secure.

As a matter of fact, there are only two or three mills in this



Mr. Lloyd Skinner
Manufacturer
Skinner Macaroni Products

country that are able to turn out the high quality which we demand. We buy our flour from the Pillsbury and Washburn-Crosby Mills, of Minneapolis. Our understanding with these mills is that they are shipping us only the best highest grade durum flour made from semolina from amber durum wheat.

These goods are almost as clear as crystal, of a beautiful amber durum shade, have a flavor particularly their own, and it is only by the use of this high grade product that we are able to make a quick-cooking, thin-wall macaroni.

The real thing in regard to a food product is the quality. We do not believe that anyone wants to eat unclean food or food made from poor raw material at any price. Macaroni is so cheap that anyone is entitled to the very best product, and it is so cheap that every factory should turn out the very best macaroni products it is possible to turn out. No factory should let the cost of raw material enter into the question at all.

There is never a difference in the cost between a poor quality of macaroni and a high quality of more than a cent per package. An individual will not eat more than perhaps one-fourth of a package at any one meal, and does any sane person want to argue that this one-fourth of a cent or price has anything to do with macaroni so far as the consumer is concerned?

We cannot supply all the macaroni that the country needs, so we confine our energies to Skinner's the Superior Macaroni Products.



A Story of Constructive Selling

The Raisin Growers of California Have Educated the Public to an Appreciation of the Many, Many Uses of Their Product—and Sell More Than Five Times as Many Raisins as Before They Began

UNTOLD ages before man began to roughly inscribe a record of events on the walls of his cave dwelling some stone age man, no doubt, found quite by accident that his crop of wild grapes were most delicious after the sun had dried them on the vine. He may have learned that by picking and spreading them in the sun, where they could be watched, they dried more quickly and were less likely to be stolen by his neighbor.

Raisins, that today are the most widely used and most important dried fruit eaten by the American people, were one of the earliest fruit foods known to man. In some of the oldest books of the Bible raisins are mentioned as a valuable part of his diet. A subject of King David of Israel once brought "asses laden with cheeses and raisins" to pay his

taxes. The raisin industry was a flourishing business in ancient Armenia, and we know that the Egyptians were fond of this fruit and considered it a great delicacy on their tables.

As civilization moved westward, carried by the Phoenician seamen, those daring and courageous travelers of the ancient world, stores of this fine fruit food, which they had known for so long in their own land, were brought to the new shores at which their galleys touched. In this way the raisin industry was shown in new lands and in them it flourished and grew to large proportions.

Less than fourscore years ago the first raisin grapes were planted in California, which today is the greatest raisin-producing district in all the world. The annual California raisin crop now amounts to more than 500,000,000 pounds every year. Until fifteen years ago, the State's yield totaled only about 150,000,000 to 200,000,000 pounds each season.

But in this short space of time 17,000 raisin growers of that State, organized in their own cooperative marketing organization, have, through carefully planned merchandising and advertising work, taught the American people, who have been accustomed to look on raisins principally as a holiday luxury, to be served at the end of a formal dinner, that raisins were really one of the finest fruit foods which they could use in their every-day cookery.

Also, in the days of the raisin industry before the growers established their own marketing organization raisins were generally packed only in 25-pound wooden boxes, from which the retail grocer scooped out a pound or two to fill a customer's order. There was no standardized quality of pack, the housewife might get good-looking, attractive fruit one time and very poor quality raisins the next time she bought.

The raisin growers were far-visioned enough to see that if they wished to build up a permanent market for their product they not only must educate housewives to appreciate the many ways in which raisins could be used in every-day home cooking, but they must guarantee to the housewife that every time she bought raisins she could be sure that she would get clean, attractive, uniformly good quality raisins.

The first thing the raisin growers did was to arbitrarily establish quality standards, which had to be met by every pound of fruit which was sold under their brands. Next, so that the raisins would reach the housewife looking just as fresh and appetizing as they did when they left the packing house, the growers began to pack their raisins in cartons, which protected the fruit from dust and dirt and kept it moist and soft until the moment it was opened for use by the housewife in her kitchen.

With the quality of their product standardized and packed in a carton which would protect it clear through to the consumer, the raisin growers adopted as their trade mark brand "Sun-Maid" and began to advertise this name to a million of American housewives; but they did more than merely sell Sun-Maid raisins to these women; they taught them how raisins could be used to give added attractiveness and flavor to many common ordinary foods. Cereals with raisins for breakfast. Raisins in quick bread, muffins, biscuits and corn bread. Raisins in puddings, pies, cakes and cookies.

Through consistent, continuous advertising, showing these tasteful dishes to them in full colors, the demand for raisins began to grow gradually and steadily. Year after year, raisins, which previously had been a highly seasonal grocery commodity, began to be sold more and more throughout the entire year. The domestic consumption of raisins, which had been only a few thousand tons when the raisin growers began their campaign, has grown until today the California growers are selling between five and six times as many raisins as they did less than two decades ago.



The Great Business of Gustavus Swift

At 16, He Bought a Heifer and Made a Profit of Ten Dollars on the Dressed Meat. Today the Business He Founded Is Capitalized at \$150,000,000 and Is One of the Great Enterprises of America

WHEN Gustavus F. Swift, aged fourteen, obtained a job in his brother's butcher shop in West Sandwich, Mass., he began the foundation of the mighty business which bears his name. From that time on, each successive step enlarged his horizon and gave him a broader view of the possibilities in his chosen field.

Mr. Swift's first adventure into business for himself was at the age of sixteen, when he bought a heifer, dressed it, and sold the meat for a profit of ten dollars. He advanced steadily, owning and operating butcher shops, buying and selling cattle and always enlarging the scope of his operations

until he had exhausted the opportunities in that section of the country.

Believing that the real future of the meat industry lay in Chicago, and driven by the determination to reach the top in his business, Mr. Swift journeyed to Chicago in 1875. For two years he operated as a cattle buyer and then, in 1877, he entered the meat-packing field.

At this time pork curing and packing were the essential operations of the packing houses. Fresh meat was not handled for wide distribution.

Then came the change that revolutionized the industry—the coming of the refrigerator car. Mr. Swift's perfecting of this means of shipment and his consequent successful introduction of Western dressed meat into the Eastern market were possibly his greatest contributions to the packing industry. The savings effected by this method of transporting beef were enormous, but the struggle was bitter.

The railroads, the Eastern stock yards and butchers and a large part of the Eastern consuming public were opposed to the innovation. Mr. Swift, personally and through his agents, fought against the barriers of self-interest and prejudice and himself supervised the building and equipping of the cars in which the first shipments were made.

One of the truly historic journeys in the history of the development of this country was that of the first carload of fresh meat to the East. When it arrived Herbert Barnes, who had contracted to receive the shipments, was waiting. With almost painful apprehension, he opened the car. The meat was in perfect condition. A new era in the packing industry had begun.

Gustavus F. Swift, the pioneer, now became Gustavus F. Swift, the organizer. With his brother, Edwin C. Swift, he covered the Eastern field, persuading the meat dealers to act as his agents or to enter a partnership. This policy of sharing the benefits of the new discovery won many friends for the company.

The struggles and trials of this period were almost overwhelming. The refrigerator cars were far from perfect and

many losses were sustained. Mr. Swift's average day began at five o'clock, as he was doing the cattle buying for the firm, and ended at night over the books. He was pitted against the ablest business brains of his day, many of them backed by far more capital than he could command. On his side he had great native shrewdness, wide vision, independence of judgment and an enormous capacity for work.

Following the refrigerator car came the refrigerator ship, and to develop his English market Mr. Swift made no less than twenty trips to London. While there he made a practice of getting up every morning at three o'clock to go to the market and make sure his beef was well displayed.

Operations of the company expanded, and in 1885 the firm was incorporated as Swift & Company, with a capital stock of \$300,000. Mr. Swift became president and remained in that position until his death. In less than two years, so rapid was the development, the capital was increased to \$3,000,000. In 1903, the last year of the founder's life, the capitalization had been increased to \$25,000,000, a million dollars for each year of Mr. Swift's association with the meat-packing industry. The present capitalization is \$150,000,000. The company now employs about 50,000 persons, operates a fleet of 7,000 refrigerator cars and has more than 500 plants and branch houses in the United States and Canada.

Swift & Company's advertising has kept pace with its general growth. In 1893, the year of the World's Fair at Chicago, the company distributed lithographed cards, showing a Swift refrigerator car. That was one of the first attempts to get publicity.

At present Swift & Company's advertising represents a total investment of many millions of dollars. The good-will thus created, while a very tangible asset, never has been capitalized. Advertising goes on every day, every week and every month. It is not confined to one medium, nor to one group, but is so designed that it will reach the reader of the high-class magazines, the specialized newspaper reader, the traveler in the street car, elevated or subway train or the man who drives along the city streets.

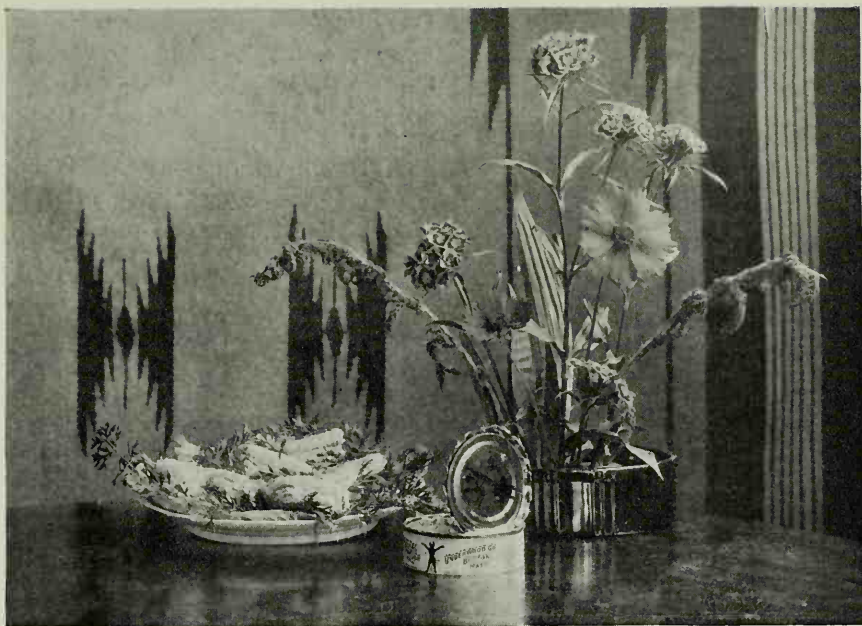
Care has been taken to the end that the products shall themselves advertise the company. Swift & Company was the first to have chemists and bacteriologists work on the "cure" to obtain the best flavored ham and bacon possible to procure. Years of experimenting and innumerable tests were necessary before the perfect Premium "cure" was obtained. This was the first "cure" that, regardless of time of year or where the ham was purchased, eliminated the necessity of parboiling the ham. Swift & Company was, naturally, the first to use the "NOT NECESSARY TO PARBOIL" tag.

Having made the product as good as it was possible, Swift & Company turned attention to the wrapper, being the first to use the printed parchment wrapper. This not only insures that the flavor of the product is retained, but is also a means of identification.

In many other directions Swift & Company has been a pioneer. It was the first to realize the importance of having the plant and premises of the packing house clean and in sanitary condition, and to keep them so. Government inspection, conducted by the agents of the Department of Agriculture, gives assurance of wholesome food.

Because of the quality of the products they represent, because of the widespread distribution and extensive advertising, "Premium," "Brookfield" and the other Swift brands are known throughout the civilized world. Travelers from far countries make Swift & Company their sight-seeing objective in Chicago.

Surely, Gustavus F. Swift, with all his foresight, would have been astonished could he have foreseen toward what he was building when, at fourteen, he entered his brother's butcher shop in West Sandwich.



The Can with the Little Red Devil

Underwood's Deviled Ham Has Been Known to at Least Three Generations of Americans—and William Underwood, Founder of the Business, Sold Food Stuffs to Two Earlier Generations Still

THE art of hermetically preserving foods originated early in the nineteenth century with Nicholas Appert, a Frenchman. His method was published in London in 1812, and in 1817 William Underwood left England for America, having served an apprenticeship in the trade of pickling and preserving with a London house.

Mr. Underwood arrived in New Orleans, but not caring to settle there set out on foot to see the country and in search of a more suitable place in which to establish his business. It is

not known exactly when Mr. Underwood first began his trade, but in the year 1819 he arrived in Boston, having walked almost the entire distance from New Orleans and having been in every State at that time in the Union. In 1821 he was shipping goods to South America and in 1822 was selling fruit and berries in glass, as shown by entries in books of sales at that date. Damsons, quinces, currants and cranberries were the principal articles preserved in the first few years. The larger part of Mr. Underwood's business was in pickles, ketchups, sauces, jellies and jams.

Like everything new, the early days of the canning industry were a continuous and, at times, a disheartening struggle against popular prejudice; in fact, Mr. Underwood's early sales in the United States were very small. Most of his goods went to foreign markets—India, Batavia, Hongkong, Gibraltar, Manila, South America and the West Indies, but even then so great was the feeling against American goods that in many instances Mr. Underwood's products had to be sold under an English label.

It is a matter of record that in 1828 Mr. Underwood was preserving milk and shipping it to South America. Early in the thirties, pie fruits were added to the list, and in 1835, having imported the seed from England, Mr. Underwood began to pack tomatoes in bottles. Tomatoes at that time were little known in this country and by many were considered poison.

Up to that time glass had been used exclusively, but in 1839 Mr. Underwood began to substitute tin. The early methods of can-making were primitive and laborious, for every can was made by hand. A tinker who could turn out sixty cans a day was a master workman and as much solder was used on one can as is used today on several dozen cans of the type in which any solder at all is used.

In those days the word "cans" was not used. They were always spoken of as "canisters," and the words "cans" and "can" are undoubtedly derived from the oft-repeated abbreviations of the word "canisters," which appeared on the books and in the correspondence of the pioneers in the industry.



*Mr. Henry O. Underwood
Former President and Treasurer
William Underwood Company*

In 1844 Mr. Underwood established a lobster factory at Harpswell, Maine, and the first lobsters were boiled in a large iron pot set up on a tripod on the beach. In 1850 the firm was packing oysters in Boston, which found a ready sale in direct competition with Baltimore goods. A year or two later salmon was added to the line, and it is said that the first gold which was sent East from California came across the continent in one of Mr. Underwood's salmon tins.

Underwood Deviled Ham, for which this company is best known today, originated shortly after the Civil War, as a result, no doubt, of the company's canned meats for the army, and the particularly delicious flavor of this product is attributable to the skill in blending spices developed in the early days when sauces and other condiments formed the bulk of the Underwood business.

The history of the William Underwood Company is entirely lacking in the glamor and sensationalism of many other businesses which have grown to huge proportions almost overnight. It is imbued, nevertheless, with an atmosphere of antiquity and stability, and if it is true as a general proposition that the highest-priced goods while usually the best have the smallest sale, the comparatively modest proportions to which the Underwood business has grown are due at least in part to the strict adherence to the principle that "the best is never too good"; yet, lest that remark should be misconstrued, let it be said that, as a result of constant development along scientific and hygienic lines, honesty of purpose and conscientious regard for the public welfare, there is probably not an industry today that is conducted on a higher plane than the food-canning industry in the United States.



Coffee on the Instant

G. Washington's Coffee Is Both Good Coffee and Instantly Preparable—and Has Many Other Uses as a Flavoring with Which Its Advertising Is Rapidly Acquainting the Public

ONE hundred and fifty years ago a revolution took place in which George Washington played a leading part. In the present century a revolution in the method of preparing coffee has occurred. A modern George Washington, a descendant of the Washington family of Sulgrave Manor, from which the father of his country sprang, has been the prime mover. A native of Belgium, his early life was surrounded by the color and romance of the fascinating country. Residence in Central America, as a large coffee grower, led to a study of the possibilities for coffee refining. As inventor and chemist, research held for him an absorbing interest.

Finally, after much experimental work, a problem which had long baffled other investigators was solved. In 1909,

coffee, in both powdered and crystallized form, soluble in hot and cold water, with the non-essential properties, such as fibre and acids, eliminated, was placed on the market.

It was an untried and unheard of article of food. Today it is a staple on dealers' shelves the world over. It is a boon to travelers on train or boat, and especially to tourists in Europe, where it is often difficult to procure coffee suited to American taste. A postcard from a shelter on a mountain peak in China, where bandits had imprisoned a group of Americans, told of the comfort their can of Washington Coffee afforded the victims. A picture of the noted African explorer, Mr. Martin Johnson, and his party encamped in the jungle, with his can of G. Washington's Coffee prominently in the foreground, is typical of the high regard in which the product is held by men engaged in exploration work.

For camping, for cruising, for afternoon or evening functions, for the teacher and the student, for the most elaborate household or the simplest "light housekeeping" menage, it is equally serviceable.

Perhaps no other change in the world of food preparation has been so important. G. Washington's Delicious, Instant Coffee may best be compared to refined sugar. It bears the same relationship to the coffee bean that refined sugar does to the sugar cane. Just as the sugar refiners use the soluble part of the sugar cane, eliminating the fibre, ash and other non-soluble parts of the cane—so Mr. Washington uses only the soluble part of the coffee bean and eliminates the insoluble fibre, acids and phenols that are part of the coffee berry, producing a powdered crystal that dissolves instantly in either hot or cold liquids.

It is a healthful drink with all the stimulating advantages of the old-fashioned method with none of the undesirable effects. It is free from chicory or any other adulterant. Its soluble, concentrated form, due to the elimination of the chaff and by-products which compose the grounds of the coffee pot product, makes for convenience. Its easy preparation, at the table, one cup at a time, weak or strong as desired, without boiling or percolating, is a feature deserving consideration.

During the war it comforted many a weary soldier. In 1914 it accompanied the first contingent of Canadian troops overseas and was used by that Army through the war up to 1917, when America entered the war. After this the G. Washington Coffee Refining Company had only one customer, for the Government took the entire output. A quarter of an ounce of G. Washington's Coffee, double strength, was packed in a heavy envelope. Twenty-four of these containers were placed in a vacuum sealed can and packed in a galvanized iron box, which also held other rations for twenty-four men. These boxes were stored directly back of the front line, thus furnishing sustaining food and drink in emergencies, when delay arose in bringing up other supplies.

The uses of G. Washington's Coffee are manifold. It can be used as a comforting hot drink, as an iced beverage of delicious coolness for a summer day, as flavoring for desserts, creams, ices, pastries, cake filling and a whole *répertoire* of delicious candies.

Recognizing the untried possibilities of the coffee in this field of dessert flavoring, the G. Washington Coffee Refining Company introduced an interesting competition, beginning in October, 1924, and ending with December, offering \$1,000 in cash prizes, for new ways of using G. Washington's Delicious, Instant Coffee as a flavoring in desserts and candies.

Twenty thousand recipes were received from all over the country and from the far-away Orient, the third prize of \$75.00 going to Mrs. H. B. Graybill, living in Canton, China.

The G. Washington Coffee Refining Company have, since the beginning, carried on their label an unqualified guarantee of satisfaction, assuring the consumer of absolute protection on every purchase. Today, its distribution is world-wide.



Pure Juice of the Concord Grape

*Colorful, Appetizing, Health-Giving
It Is Little Wonder That Welch's
Grape Juice, Speeded On by the Force
of Advertising, Has Won the Right
to Its Claim, "The National Drink"*

The Dew of the Morning rests upon my Leaves and Clusters.
The Heat of Noon distills for me the Juice that all Men love.
My clusters wax fat; they catch the Purple of the Autumn Sunset.
I become a Mystery and a Marvel, for no Man may Imitate me.
There is no Depth of Wisdom nor Height of Inspiration, nor is there any
Avenue of Science which can achieve what Nature Achieves in Me.

* * * * *

I am the Concord Grape.

—Wilbur D. Nesbit.

IN old, historic Concord, Massachusetts, still stands the original Concord grapevine, where it was planted by its producer, Ephraim Bull, in the year 1849. The inscription on a stone

tablet at the garden entrance to the home, now named the "Grapevine Cottage," tells the romantic story of how this aged vine was grown from an American wild-grape seedling which its owner found in the corner of the garden.

Neighbor and contemporary of Henry Thoreau, Ralph Waldo Emerson, Bronson Alcott and Nathaniel Hawthorne, Ephraim Bull was both a worker and an idealist, a lover of Nature at her best. It was not just simple transplanting, but the most painstaking cultivation and selective experimentation over a period of many years that transformed this wild seedling into the perfect fruit.

Bull's idea was to produce a grape which perfectly combined appetizing color, fragrance and a flavor of balanced tart-sweetness that would at once outrank for table use the over-sweet wine grape and puckery varieties. The fame of the perfection of the Concord grape spread rapidly, and in a few years it was being grown on a commercial scale in the States of New Jersey, Pennsylvania, New York, Michigan and Ohio.

Welch's Grape Juice is just the pure juice of these perfect grapes scientifically pressed out, pasteurized and sealed in glass with a speed and cleanliness which preserve, unchanged, their color, fragrance and tart-sweet balance of flavor. Welch's was the first commercial grape juice.

Dr. T. B. Welch was a dentist. He believed that "unfermented wine" was scriptural and preferable for communion purposes to wine which contained alcohol. When he was delegated to provide the communion wine for his church he determined that it should be wine without alcohol. And so, in 1869, with the aid of his son, Dr. C. E. Welch, also a dentist, he pressed out by hand in the family kitchen, in Vineland, N. J., the first dozen bottles. Thus the Methodist Church in the little village of Vineland was the first church to use unfermented wine for communion. It was called "Dr. Welch's Unfermented Wine." The home kitchen continued for several years to be the only factory.

To Dr. T. B. Welch its possibilities were limited to its use as communion wine.

Dr. C. E. Welch, the son, however, saw in it a wide range

of usefulness. In its wealth of nutrition and ease of digestion he saw an aid to the hospital and physician, a boon to the sick and convalescent; and in its healthfulness and refreshing flavor he caught his first vision of "the national drink"—a dream which his courageous faith and tireless effort through the early trying years have made come true.

The first sales and advertising effort consisted of circularizing a limited but carefully selected list of churches, hospitals and physicians scattered over a wide territory. The next was small space in church and medical papers. Then came the first salesman, and later more salesmen and more advertising. The stage of Welch national consumer advertising was reached in 1893, the year of the World's Fair in Chicago, and thus made Welch one of the pioneers in the field of national advertising. Since then, year after year, a constant policy of national advertising has been maintained.

Results came steadily, but not quickly. Building the Welch business has been the work of a lifetime. Between 1869 and 1895, increasing volume of business necessitated two successive moves into larger manufacturing quarters, and the business was finally located, in 1897, at Westfield, New York, in the heart of the Chautauqua grape belt. Since then, Welch plants have been located throughout the Great Lakes Concord grape region; at North East, Pa.; Lawton, Mich., and St. Catharines, Ontario, and recently an entirely new Concord grape belt of 15,000 acres has been promoted by the company and a plant located at Springdale, in the Ozark region of north-western Arkansas.

This fifty-year business growth can be best expressed in terms of the increase in quantity of grapes used: From 40 *pounds* in 1869, to 4 *tons* in 1879; 10 tons in 1889; 660 tons in 1899; 3,980 tons in 1909, and 17,000 tons in 1919.

Conscientious maintenance of the highest quality standards in manufacturing, a policy of absolute fairness in prices—made by basing prices on actual costs and quality regardless of what others were doing—and consistent and truthful advertising accompanied this progress every step of the way.

The larger organization now required to carry on the busi-

ness includes Dr. C. E. Welch's four sons, who have been actively associated in the management for a number of years.

As Welch prices are fair prices, based on actual costs, the important role which advertising has played in bringing down the cost of Welch's by increasing volume of production stands out almost startlingly in the following figures:

In 1873, price per ton of grapes, \$10.00; trade price per case of 12 quarts, \$12.00. In 1923, price per ton of grapes, \$56.00; trade price per case of 12 quarts, \$6.75.

Between 1873 and 1913 the nearly 66 2-3% *decrease* in price, in the face of 350% *increase* in cost of raw materials (not counting bottles and packing material), was due to the economies of large-scale production, largely made possible by advertising. The approximately 60% higher list in 1923 (from the low list of 1913), which is still in effect, is a war-time hangover made necessary by the additional increase of 60% in grape prices in 1923, compared with 1913, accompanied by proportionate increases in cost of glass bottles, other packing materials and labor.

As the organization expanded, always standing in the fore in each organized effort was the original ideal of benefit, usefulness and service.

An article written about Welch's in 1915, which is as true now as it was then, *only more so*, started thus:

"Every time a merchant delivers an order of grape juice to a home, every time a merchant sells a glass of it at his fountain, he should 'Thank Welch.'

"Welch created the grape juice market. This was done by educating the public to drink grape juice.

"Today, when grape juice is a staple, when there is scarcely a nook or corner in the country where it is not on sale, it is hard to realize that there ever was a time when it was a novelty.

"Yet there were years during which Welch stood alone—advertising, advertising, advertising!"



The Golden Heart of the Wheat

Distinctive in Retaining the Rich Energy-Giving but Easily Spoiled Center of the Wheat, Wheatena Has, with the Power of Advertising, Gained a Pre-Eminent Place Among the Nation's Cereals

IT is natural to infer that a product which has met with such universal favor as Wheatena—the whole wheat food with the delicious flavor—should have an interesting history. And Wheatena has exactly that!

Forty-six years ago, Wheatena was being sold in a small way in a New York store by one George H. Hoyt, a man who conceived the idea that a perfect food could be produced from wheat by a special process of preparing the grain.

A few years later he sold his business to Dr. Frank Fuller, the originator of the Health Food Company, who had developed many important and original products—among them some excellent wheat preparations.

Dr. Fuller was a physician who had spent his entire life in studying food problems and who saw even then the increased nutritive value of wheat when properly prepared.

He saw some advantages in Hoyt's product, and other advantages in a wheat product he was preparing. He combined the good points of both, and thus, over 40 years ago, produced Wheatena in its present form. So well did Dr. Fuller do his work that there has been little need to change Wheatena in any respect since that time.

Indeed, with each succeeding year the popularity of Wheatena has increased to such an extent that millions of packages are now sold every year.

Back in the early '80s, cereals were usually sold in bulk to the retailer, who would buy in barrel lots and sell a pound or two at a time to a customer. Cracked wheat, oatmeal and cerealine were then the principal cereals sold. That was at a time when the sanitary wrapping of food products was given comparatively little attention.

Wheatena, appearing then in package form, met with immediate favor and received a cordial reception from the buying public.

This is characteristic of the up-to-date policy pursued by The Wheatena Company from its inception to the present day.

Long before the use of modern concrete daylight buildings for industrial purposes became general, Wheatena was being prepared in this type of buildings, where the sunlight plays with the golden grains of selected winter wheat as they are being transformed into the delicious and nourishing whole wheat granules of Wheatena. But what is the fundamental reason for the success of this distinctive whole wheat product, Wheatena, you may ask.

This lies in the product itself, and in the exclusive Wheatena method of preparing it.

The little golden heart of the wheat, that portion of the grain which contains the active life principle, is known for its sweet, flavory, nut-like quality. But because the heart is apt to spoil more readily than the rest of the grain this part has

been omitted, as a general thing, from products made of wheat.

The Wheatena process, however, is successful in retaining the sweet golden heart of the wheat, so rich in delightful flavor and energy-giving quality.

While preserving all the other health-sustaining, body-building elements of whole wheat, the valuable addition of this little golden heart gives Wheatena its distinctive flavor, its extra nutriment and its plus value in helping to add golden years to lives.

In the homes of the nation every morning Wheatena is being relished by millions of children and grown-ups. This is because of its delicious flavor, its ease in digesting and its high nutritive value, and because The Wheatena Company has brought it to their attention persistently.

A new era in the development of Wheatena sales was experienced when, in 1903, The Wheatena Company was incorporated and confined its attention solely to the one product—Wheatena.

A steady, consistent plan of spending a certain part of the earnings each year for advertising purposes was early inaugurated by The Wheatena Company, and has continued all these years.

Various forms of advertising were adopted, but the bulk of the appropriations has been spent in sampling and in magazine advertising.

The Wheatena message is now being carried into the homes of every city, town and village in the United States through the leading magazines of the country. Month after month, more millions are learning the value of delicious Wheatena—the whole wheat food that gives abundant energy for work or play and helps add golden years to lives.



The Candy That Grew Up

Oh Henry! Started Out in Life as a Popular Chewing Candy. Now It Has Earned for Itself a Social Standing on a Parity with the Highest Priced Candies

ONE summer evening in 1914, a candy salesman, George H. Williamson by name, stood in West Madison Street, in the "Loop" in Chicago, looking into the unlighted windows of an empty store . . . looking and wondering.

For several years he had been selling for a candy broker in Chicago and vicinity. He knew little of how candy was made, and for nearly a year had had in mind opening a store unlike any store that he had ever seen. He was scarcely past the voting age, but he had youth's burning ambition to "be in for himself." And, also, he had \$1,000!

This \$1,000 was perhaps the reason for his wondering as he looked into the empty store. That afternoon he had signed a lease for the store and paid \$750 of his \$1,000 for one month's rent.

The store was opened. The second day the pavement was torn up for repairs, and the only entrance to the store was over a shimmying plank from curb to door. But in spite of this and other handicaps the store prospered.

Of course, it was a little store. Williamson was the entire staff himself. He made the candies, most of them, in a little kitchen in the rear. He was salesman through the day and janitor at night. He dressed the windows and decorated the store. But month by month the increasing sales proved that Williamson knew how to retail candy.

As more and more people came into the store, he began to study what they liked in candy . . . the tastes they preferred . . . the quantity they bought . . . the prices they paid. He talked candy to them, learned what they liked, and why. And then, in the evenings, after he had closed the store, he used to go into the little kitchen and experiment with new candies, using the information he had gathered during the day.

Early in his study of consumers' candy preferences he discovered that quality was all-important. Taste might make the initial sale, but it took quality to make a second sale. So in every candy that he made quality came first. If he couldn't make a candy of the quality he wanted and sell it for a nickel he raised the price. It had to have quality. He knew people would rather pay more for a finer candy.

Gradually, he became more interested in the manufacture of candy than in retailing. He began to sell to others stores, and in 1919 the stores were closed and the Williamson Candy Company was organized to manufacture candy.

When he began manufacturing he continued to produce some of the candies that had been popular in his stores. Presently, one of the candies began to show larger orders than usual. Unsolicited orders came in from jobbers in Illinois, Michigan and Wisconsin. This was the now famous Oh Henry! Mr. Williamson began to watch it. He had always felt that the proper blend of tastes, together with quality, might produce a national brand of candy. Was this it?

Month by month, the increasing sales of Oh Henry! convinced Mr. Williamson that Oh Henry! had the latent possi-

bilities of a national brand of candy. So he made another radical decision. He stopped manufacturing every other candy except Oh Henry! His salesmen protested, but he knew that to produce in national quantities and maintain the high quality of Oh Henry! he had to devote his resources to Oh Henry! alone.

When imitation showed up, lured by Oh Henry!'s spectacular success, still another decision of major importance in the history of Oh Henry! was made. No candy manufacturer of 5-cent and 10-cent goods spent money on advertising them. The tradition is that the public is fickle and that no candy can last over one or two seasons. But Mr. Williamson knew from retail store days that quality sticks in the consumer's mind. So he started to tell people how good Oh Henry! was.

At first he used only newspapers in one or two cities. In 1925 Oh Henry! is advertised in the newspapers of 199 cities, with posting in most of them, signs on the important highways, and many other forms of advertising.

In 1925 the magazines came into the picture. Oh Henry! had begun to change the nation's candy habits. Oh Henry! was the first candy with a volume of sale that allowed the manufacturer to give quality rivaling the more expensive chocolates in the handy 10-cent size. This combination of quality with convenience began to take Oh Henry! into the home. A couple of years ago it had been discovered that women in Chicago were slicing Oh Henry! and serving it at parties as they served chocolates. They liked the quality of the candy. And that is the story the magazines are now telling 11,000,000 women.

The story of the success is always fascinating. But how it started, the people in it, the hopes and the ambitions . . . they are still more fascinating. And it is for that reason that the little West Madison Street store belongs in the Oh Henry! picture. It was in that store that George Williamson learned what people want in candy . . . there he learned the retailer's side of selling candy . . . there he learned that people will pay for quality.

